



**JOHN
HOLLAND**

Financial Report 2020

Financial Report
31 December 2020

John Holland Pty Ltd ABN 11 004 282 268

This financial report contains the financial statements of the consolidated entity consisting of John Holland Pty Ltd and its controlled entities.

John Holland Pty Ltd is a company limited by shares, incorporated and domiciled in Australia.

Its registered office and principal place of business is:

Level 9, 180 Flinders St
Melbourne Victoria 3000

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> Directors' Report

for the year ended 31 December 2020

The Directors present their report on the consolidated entity consisting of John Holland Pty Ltd ('the Company') and the entities it controlled (together, 'the Group') at the end of, or during, the year ended 31 December 2020.

DIRECTORS

The following persons were Directors of John Holland Pty Ltd during the whole of the year and up to the date of this report unless otherwise indicated:

J.D. Barr,
BBldg, DipMgt, GAICD (Chairman)

Mr Barr joined the Company in September 2016 and was subsequently appointed the Chief Executive Officer (CEO) in November 2016. He has significant company leadership experience both in Australia and internationally from roles including CEO of Hansen Yuncken, Managing Director of Nakheel PJSC in the United Arab Emirates, and Managing Director Asia for Lend Lease Corporation. Mr Barr has responsibility for the Company's domestic and international operations and has a key focus on strategy development and implementation, enhanced profitability, innovation and people development.

R.L. Heale,
BE(Hons), MConstLaw, FIEAust, FAICD

Mr Heale was appointed Chief Operating Officer of the Company in September 2017. Prior to this he held the dual role of Director and Executive General Manager VIC/SA/TAS at CPB Contractors Pty Ltd. Mr Heale brings over 30 years' civil engineering experience and has overseen the delivery of many large and complex engineering and building projects throughout Australia and Asia spanning rail, roads, bridges, airports, wharves, power stations and water projects. Mr Heale is a Fellow of the AICD and a Registered Building Practitioner in Victoria, South Australia and Western Australia.

D.A. Ray,
BCom, CA, CMA, MAICD

Mr Ray is the Company's Chief Financial Officer and Company Secretary. After more than seven years with a major chartered accounting firm, he joined the Company in 1994 and has held the senior finance role in the Company since the early 2000's. He was appointed Company Secretary in October 2003, became Chief Financial Officer in January 2006, and was appointed as a Director of the Company in November 2012.

PRINCIPAL ACTIVITIES

During the year, the principal activities of the consolidated entity included contracting for long-term construction and engineering projects and operation and maintenance of rail infrastructure (including through investments in associates).

Geographically, the consolidated entity operates primarily in the Australian and New Zealand markets.

CONSOLIDATED RESULTS

The consolidated loss for the year attributable to the owner of John Holland Pty Ltd was:

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Loss before income tax benefit	(254,725)	(107,366)
Income tax benefit	80,283	23,989
Loss attributable to the owner of John Holland Pty Ltd	(174,442)	(83,377)

Directors' Report (continued) for the year ended 31 December 2020

REVIEW OF OPERATIONS *

In December 2020, following an extensive negotiation process which commenced in 2019, a commercial settlement was reached with the Victorian State government regarding a number of matters in respect of the Melbourne Metro Tunnel project. As a result, and taking into consideration the project's most recent forecast cost to complete, a significant margin write-down has been recognised by the Company in respect of this project in the current year which has had a considerable impact on the consolidated entity's 2020 results. Following execution of amending & settlement deeds in respect of these matters, full focus can now return to delivering the project, and the Directors are of the view that no further significant margin write-downs will be required in respect of this project going forward.

2020 was also challenging due to the emergence of the COVID-19 pandemic and the attendant restrictions, health orders and supply chain impact. The impact of the pandemic was experienced across the entire organisation including on project sites as operations continued due to strong safety measures employed. However, while sites remained open, additional resources were needed to keep staff and communities safe, and to comply with the relevant health orders of each state. The impact of additional costs and resources was particularly felt on major projects.

Notwithstanding the challenges in 2020, the Directors consider the underlying business to be strong due to its sound overall financial position, robust operating cashflow, solid pipeline of projects being tendered and the almost \$5 billion of new work won in 2020, which included the Sydney Gateway – Stage 1 & 3 (\$754 million), Southern Queensland Correctional Precinct – Stage 2 (\$517 million), ARTC Narrabri – North Star (Inland Rail N2NS) Package A (\$475 million) and North West Program Alliance – Bell St Preston (\$382 million) projects.

In 2020, and in addition to securing and delivering construction projects, the Company:

- re-set its strategic objectives, with the major focus being on sustainable profit growth;
- undertook a restructure to support the strategic objectives, which included the establishment of a:
 - national Major Projects business, to focus on managing the unique challenges presented by major infrastructure projects, including existing projects in Victoria which will continue to be a key focus of the Company in 2021; and
 - national Infrastructure business, replacing a regional based structure, to complement the Company's existing national Building and Rail businesses; and
- made the decisions to cease operations in South East Asia.

On the back of securing almost \$5 billion of new work during the year (as noted above), work in hand of \$13.4 billion at December 2020 remains very strong and in line with levels at the end of 2019.

As detailed in the 2019 Financial Report, the Company, in conjunction with its joint venture partner, has issued termination notices to its client in respect of the West Gate Tunnel project. The terminations relate to the presence, changes in regulation, classification and disposal of per and polyfluorinated alkyl substances (PFAS) within the project site. The client has disputed the terminations, and construction work has continued under protest. Dispute resolution processes in respect of this matter, including an arbitration and other commercial negotiations between the parties, are ongoing. The accounting position adopted in respect of the project at 31 December 2020 has been determined in accordance with the principles detailed in Note 2 of the Consolidated Financial Statements included in this Financial Report and incorporates all known facts and circumstances.

The consolidated entity has reported a loss before tax for the year ended 31 December 2020 of \$(254,725,000) (2019: loss of \$(107,366,000)) on revenue of \$4,546,077,000 (2019: \$3,962,814,000). The loss after tax for the year ended 31 December 2020 was \$(174,442,000) (2019: loss of \$(83,377,000)). The current year financial result reflects the impacts of:

- a significant margin write-down in respect of the Melbourne Metro Tunnel project (as noted above);
- COVID-19;
- one-off restructure costs; and
- a solid and profitable overall financial performance from the balance of the Company's portfolio of projects (which exceeded budget).

At 31 December 2020, net cash is \$1,144,761,000 (31 December 2019: \$743,040,000), net assets are \$561,199,000 (31 December 2019: \$735,334,000) and net current assets are \$383,991,000 (31 December 2019: \$393,295,000).

The increase in the consolidated entity's cash balance from the previous year end reflects a strong operating cashflow during the year of \$294,313,000. This represents a continued focus on working capital management, with the majority of the Company's portfolio of projects being cash positive. The movement in the Company's cash balance during the year also reflects repayment of loans of \$213,318,000 by related parties and net cash outflows on property, plant and equipment (primarily in respect of major projects) of \$65,420,000.

The reduction in the consolidated entity's net assets as at 31 December 2020, as compared to the previous year-end, reflects the loss result incurred for the year.

In the opinion of the Directors, the consolidated entity, with the full support of its ultimate parent entity, China Communications Construction Company Limited, remains well positioned to capitalise on a strong underlying business and solid pipeline of prospects to achieve profitability and growth in the years to come.

* Amounts referenced above in respect of specific projects represent the Company's share of their respective contract values.

**Directors' Report (continued)
for the year ended 31 December 2020**

DIVIDENDS

No dividends have been paid, declared or determined by the Company in respect of the year ended 31 December 2020 or the year ended 31 December 2019.

**SIGNIFICANT CHANGES
IN THE STATE OF AFFAIRS**

There were no significant changes in the state of affairs of the consolidated entity that occurred during the year under review or subsequent to year-end.

**EVENTS SUBSEQUENT
TO BALANCE DATE**

There have been no transactions or events subsequent to balance date of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity, in future financial years.

**LIKELY DEVELOPMENTS AND
EXPECTED RESULTS OF OPERATIONS**

Information on likely developments in the operations of the consolidated entity and the expected results of the operations have not been included in this report because the Directors believe it would result in unreasonable prejudice to the consolidated entity.

ENVIRONMENTAL REGULATION

The consolidated entity is subject to significant environmental regulation in respect of its principal activities. Most sites require certain licence(s) to be obtained in respect of these regulations.

During the financial year, one John Holland Pty Ltd project incurred a single Notice of Clean-up Action under the provisions of the Water NSW Regulation 2013.

Since 1995, the consolidated entity has implemented environmental practices on all its sites that meet the requirements of Australian and International Standards AS/NZS ISO14001 'Environmental Management Systems'. The activities of all business units of the consolidated entity are certified as complying with the requirements of AS/NZS ISO14001:2016 by third party certifier Davis Langdon Certification Services. The scope of certification is reviewed at each environmental audit to ensure it remains current and comprehensive.

All project operations produce monthly reports on environmental performance covering issues such as environmental incidents, non-compliances, infringements and complaints. Reported issues remain on record until declaration that they are rectified and/or resolved. Each quarter, an Environmental Compliance Report is compiled, signed off by the Chief Executive Officer and submitted to the Board. During the financial year, there were no convictions for any environmental offences incurred by John Holland Pty Ltd or its controlled entities.

Regular environmental audits are planned and conducted by personnel independent of the operations and third party auditors to evaluate the effectiveness of environmental practices. The audits examine the environmental issues and their potential impacts on operations, compliance with legislative requirements and the effectiveness of established environmental controls. Items identified for actions and improvements are reported to senior management, and each issue is addressed and closed out.

The consolidated entity is subject to the reporting requirements of the National Greenhouse and Energy Reporting Act 2007, which requires it to report its annual greenhouse gas emissions and energy use. The consolidated entity has implemented systems and processes for the collection and calculation of the data required and submitted its 2019/20 report to the Clean Energy Regulator on 1 November 2020.

DIRECTORS' DEED OF INDEMNITY

The Company has entered into deeds of indemnity, insurance and access with its current and former Directors. Under each director's deed, the Company indemnifies the Director to the extent permitted by law against any liability (including liability for legal defence costs) incurred by the Director as an Officer or former Officer of the Company or any Operating Company, or while acting at the request of the Company or any Operating Company as an Officer of a non-controlled entity.

**INSURANCE OF DIRECTORS
AND OFFICERS**

During the year, John Holland Pty Ltd paid a premium to insure the Directors and Officers of the controlled entity for the 12 months to 31 December 2020.

The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the Directors and Officers in their capacity as Directors and Officers of entities in the consolidated entity, and any other payments arising from liabilities incurred by the Directors and Officers in connection with such proceedings.

This does not include such liabilities that arise from conduct involving a wilful breach of duty by the Directors and Officers or the improper use by the Directors and Officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to the Company. It is not possible to apportion the premium between amounts relating to the insurance against legal costs and those relating to other liabilities.

**ROUNDING OF AMOUNTS TO
NEAREST THOUSAND DOLLARS**

The consolidated entity is of a kind referred to in ASIC Corporations Instrument 2016/191, relating to the 'rounding off' of amounts in the financial statements. Amounts in the consolidated financial statements have been rounded off in accordance with ASIC Corporations Instrument 2016/191 to the nearest thousand dollars or, in certain cases, to the nearest dollar.

**AUDITOR'S INDEPENDENCE
DECLARATION**

The auditor of the consolidated entity is Ernst & Young.

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 5.

This report is made in accordance with a resolution of the Directors.



J.D. Barr
Chairman



D.A. Ray
Director

Melbourne, 11 March 2021

> Auditor's Independence Declaration



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Auditor's Independence Declaration to the Directors of John Holland Pty Ltd

As lead auditor for the audit of the financial report of John Holland Pty Ltd for the financial year ended 31 December 2020, I declare to the best of my knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of John Holland Pty Ltd and the entities it controlled during the financial year.

ERNST & YOUNG

Ernst & Young

A handwritten signature in black ink that reads 'CL Reid'. The signature is written in a cursive style.

Christopher Reid
Partner
11 March 2021

> Consolidated Statement of Profit or Loss

for the year ended 31 December 2020

	Notes	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Revenue	3	4,546,077	3,962,814
Expenses	5	(4,861,720)	(4,129,507)
Operating loss		(315,643)	(166,693)
Other income	4	9,019	7,658
Interest income		47,605	52,772
Interest expense		(3,495)	(13,398)
Net foreign exchange (losses) gains		(204)	171
Share of net profits of investments accounted for using the equity method *	32	7,993	12,124
Loss before income tax benefit		(254,725)	(107,366)
Income tax benefit	6	80,283	23,989
Loss for the year		(174,442)	(83,377)
Loss attributable to the owner of John Holland Pty Ltd		(174,442)	(83,377)

* Indirect overheads of the consolidated entity have not been allocated to share of net profits of investments accounted for using the equity method.

> Consolidated Statement of Other Comprehensive Income

for the year ended 31 December 2020

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Loss for the year	(174,442)	(83,377)
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss:		
Exchange difference on translation of foreign operations	307	61
Other comprehensive income for the year, net of tax	307	61
Total comprehensive loss for the year	(174,135)	(83,316)
Total comprehensive loss for the year is attributable to:		
Owner of John Holland Pty Ltd	(174,135)	(83,316)

The consolidated statement of other comprehensive income is to be read in conjunction with the accompanying notes.

> Consolidated Statement of Financial Position

as at 31 December 2020

	Notes	December 2020 \$'000	December 2019 \$'000
Current assets			
Cash and cash equivalents	7	1,144,761	743,040
Account receivables	8	184,841	127,711
Other receivables	9	725,736	899,099
Contract assets		165,744	207,248
Inventories	10	3,477	17,097
Prepayments		15,162	37,585
Total current assets		2,239,721	2,031,780
Non-current assets			
Long-term receivables	11	11,921	11,921
Investments accounted for using the equity method	12	26,428	18,435
Available-for-sale financial assets		6	6
Property, plant and equipment	13	149,438	254,606
Property, plant and equipment – construction in progress	14	13,055	17,325
Right-of-use-assets	15	103,532	52,687
Deferred tax assets	16	150,948	111,112
Goodwill	17	34,878	34,878
Other intangible assets	18	15,500	11,189
Total non-current assets		505,706	512,159
Total assets		2,745,427	2,543,939
Current liabilities			
Interest bearing liabilities	22	1,058	1,800
Lease liabilities	15	26,409	22,425
Account payables	19	732,085	818,162
Contract liabilities		914,155	713,536
Payroll payables	20	26,988	23,293
Tax payables	21	42,864	23,273
Provisions	23	112,171	35,996
Total current liabilities		1,855,730	1,638,485
Non-current liabilities			
Lease liabilities	15	83,623	37,470
Account payables	25	28,352	31,047
Provisions	26	216,523	101,603
Total non-current liabilities		328,498	170,120
Total liabilities		2,184,228	1,808,605
Net assets		561,199	735,334
Equity			
Issued capital	27	690,000	690,000
Reserves		(865)	(1,172)
(Accumulated losses) retained profits		(127,936)	46,506
Total equity		561,199	735,334

The consolidated statement of financial position is to be read in conjunction with the accompanying notes.

> Consolidated Statement of Changes in Equity

for the year ended 31 December 2020

	Issued capital \$'000	Foreign currency translation reserve \$'000	Retained profits (accumulated losses) \$'000	Total equity \$'000
Balance at 1 January 2019	690,000	(1,233)	129,883	818,650
Loss for the year	-	-	(83,377)	(83,377)
Other comprehensive income for the year, net of income tax	-	61	-	61
Total comprehensive income (loss) for the year	-	61	(83,377)	(83,316)
Balance at 31 December 2019	690,000	(1,172)	46,506	735,334
Balance at 1 January 2020	690,000	(1,172)	46,506	735,334
Loss for the year	-	-	(174,442)	(174,442)
Other comprehensive income for the year, net of income tax	-	307	-	307
Total comprehensive income (loss) for the year	-	307	(174,442)	(174,135)
Balance at 31 December 2020	690,000	(865)	(127,936)	561,199

The consolidated statement of changes in equity is to be read in conjunction with the accompanying notes.

> Consolidated Statement of Cash Flows

for the year ended 31 December 2020

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
	Note	
Cash flows from operating activities		
Receipts from customers (inclusive of goods and services tax)	5,253,987	4,544,409
Payments for goods and services (inclusive of goods and services tax)	(4,957,560)	(4,479,128)
Dividends received from associates	-	13,059
Interest received	1,547	884
Interest paid	(3,661)	(16,019)
Net cash inflow from operating activities	294,313	63,205
Cash flows from investing activities		
Payments for property, plant and equipment	(85,660)	(169,073)
Proceeds from sale of property, plant and equipment	20,240	10,630
Loans to related parties	(200,796)	(38,774)
Repayments by related parties	-	1,200
Payments for acquisition of business	-	(19,330)
Net cash outflow from investing activities	(266,216)	(215,347)
Cash flows from financing activities		
Proceeds from borrowings	1,411	-
Repayment of borrowings	(2,153)	(10,200)
Intercompany cash advances	414,114	294,385
Payment of lease liabilities	(39,952)	(31,799)
Net cash inflow from financing activities	373,420	252,386
Effect of changes in foreign currency on cash and cash equivalents	204	(171)
Net increase in cash and cash equivalents held	401,517	100,244
Cash and cash equivalents at the beginning of the period	743,040	642,967
Cash and cash equivalents at reporting date	7 1,144,761	743,040

The consolidated statement of cash flows is to be read in conjunction with the accompanying notes.

> Notes to the Consolidated Financial Statements

for the year ended 31 December 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated. The financial statements are for the consolidated entity consisting of John Holland Pty Ltd and its controlled entities. For the purposes of preparing the consolidated financial statements, the consolidated entity is a for-profit entity. All amounts are presented in Australian dollars, unless otherwise noted.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board, the *Corporations Act 2001* and comply with other requirements of law.

The consolidated financial statements were approved by the Board of Directors on 11 March 2021. The Directors have the power to amend and reissue the financial statements.

Compliance with Australian Accounting Standards – Reduced Disclosure Requirements

The consolidated financial statements of John Holland Pty Ltd comply with Australian Accounting Standards – Reduced Disclosure Requirements as issued by the Australian Accounting Standards Board (AASB).

Going Concern basis of accounting

The financial report has been prepared on a going concern basis and, whilst not expected, the Company's parent entity has sufficient financial capacity to provide support if needed.

Historical cost convention

These consolidated financial statements have been prepared under the historical cost basis except for available-for-sale financial assets and derivative financial instruments, both of which are measured at fair value.

Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the consolidated entity's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Rounding of amounts

The consolidated entity is of a kind referred to in ASIC Corporations Instrument 2016/191, relating to the 'rounding off' of amounts in the financial statements. Amounts in the consolidated financial statements have been rounded off in accordance with ASIC Corporations Instrument 2016/191 to the nearest thousand dollars or, in certain cases, to the nearest dollar.

Financial statement presentation

The significant accounting policies adopted in the preparation of the financial report are set out below. These policies have been applied consistently to all periods presented in the financial report, unless otherwise stated.

Certain comparative amounts have been reclassified to conform with the current year's presentation, with a view to providing more clarity to the users of this financial report.

Adoption of new and revised accounting standards

The consolidated entity has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to its operations and effective for the current financial year. New and revised Standards and amendments thereof and Interpretations effective for the current financial year include:

- Conceptual Framework for Financial Reporting
- AASB 2019-1 Amendments to AASs – Reference to the Conceptual Framework
- AASB 2018-6 Amendments to AASs – Definition of a Business
- AASB 2019-3 Amendments to AASs – Interest Rate Benchmark Reform [Phase 1]
- AASB 2018-7 Amendments to AASs – Definition of Material
- AASB 2019-5 Amendments to AASs – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

The following standards, amendments to standards and interpretations are relevant to current operations. They are available for early adoption but have not been applied by the Group in this Financial Report. The Group has not yet determined the potential effect of these standards on the Group's future Financial Report.

- AASB 2020-4 Amendments to AASs – Covid-19 Related Rent Concessions
- AASB 2020-5 Amendments to AASs – Insurance Contracts
- AASB 2020-8 Amendments to AASs – Interest Rate Benchmark Reform [Phase 2]
- AASB 2020-7 Amendments to AASs – Covid-19 Related Rent Concessions: Tier 2 Disclosures
- AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities
- AASB 2020-2 Amendments to AASs – Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities
- AASB 2020-3 Amendments to AASs – Annual Improvements 2018-2020 and Other Amendments
- AASB 2014-10 Amendments to AASs – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 17 Insurance Contracts
- AASB 2020-1 Amendments to AASs – Classification of Liabilities as Current or Non-current

(b) Principles of consolidation

(i) Controlled entities

The consolidated financial statements incorporate the assets and liabilities of all controlled entities of John Holland Pty Ltd ('parent entity') as at 31 December 2020, and the results of all controlled entities for the reporting period. John Holland Pty Ltd and its controlled entities together are referred to in this financial report as the 'consolidated entity'.

The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Controlled entities are fully consolidated from the date on which control is transferred to the consolidated entity. They are deconsolidated from the date that control ceases.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

The acquisition method of accounting is used to account for the acquisition of controlled entities by the consolidated entity.

The effects of all transactions between entities in the consolidated entity are eliminated in full.

(ii) Associates

Associates are all entities over which the consolidated entity exercises significant influence, but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost. Under this method, the consolidated entity's share of the post-acquisition profits or losses of associates is recognised in the consolidated statement of profit or loss and its share of post-acquisition movements is adjusted against the carrying amount of the investment. Distributions received from an associate reduce the carrying amount of the investment. Adjustments to the carrying amount may also be necessary for changes in the consolidated entity's proportionate interest in the associate arising from changes in the associate's other comprehensive income. Such changes include those arising from the revaluation of property, plant and equipment, foreign exchange translation differences and movements in the hedge reserve. The consolidated entity's share of those changes is recognised in other comprehensive income.

When the consolidated entity's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured long-term receivables, the consolidated entity does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains and losses from transactions between the consolidated entity and associates are eliminated to the extent of the consolidated entity's interest.

(iii) Joint arrangements

Investments in joint arrangements are accounted for as set out in note 1(n).

(c) Revenue recognition

(i) Construction revenue

The Group derives revenue from the long-term construction of major infrastructure projects. Contracts entered into may be for the construction of one or several separate inter-linked pieces of large infrastructure. The construction of each individual piece of infrastructure is generally taken to be one performance obligation. Where contracts are entered for the building of several projects the total transaction price is allocated across each project based on stand-alone selling prices. The transaction price is normally fixed at the start of the project. It is normal practice for contracts to include bonus and penalty elements based on timely construction or other performance criteria known as variable consideration, discussed below.

The performance obligation is fulfilled over time and as such revenue is recognised over time. As work is performed on the assets being constructed they are controlled by the customer and have no alternative use to the Group, with the Group having a right to payment for performance to date.

A stage of completion approach is used to measure progress towards completion of the performance obligation. Contract revenue and expenses are recognised on an individual contract basis using the percentage of completion method when the stage of contract completion can be reliably determined, costs to date can be clearly identified, and total contract revenue and costs to complete can be reliably estimated. Stage of completion is measured by reference to an assessment of total costs incurred to date as a percentage of estimated total costs for each contract.

Where the outcome of a contract cannot be reliably estimated, contract costs are expensed as incurred. Where it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred. An expected loss in respect of a contract is recognised immediately as an expense.

(ii) Services revenue

The Group performs maintenance and other services for a variety of different industries. Contracts entered into can cover servicing of related assets which may involve various different processes. These processes and activities tend to be highly inter-related and the Group provides a significant service of integration for these assets under contract. Where this is the case, these are taken to be one performance obligation. The total transaction price is allocated across each service or performance obligation and, where linked, the construction of the relevant asset. The transaction price is allocated to each performance obligation based on contracted prices. The total transaction price may include variable consideration.

Performance obligations are fulfilled over time as the Group enhances assets which the customer controls, for which the Group does not have an alternative use and for which the Group has right to payment for performance to date. Revenue is recognised in the accounting period in which the services are rendered based on the amount of the expected transaction price allocated to each performance obligation. Customers are in general invoiced on a monthly basis for an amount that is calculated on either a schedule of rates or a cost plus basis that are aligned with the stand alone selling prices for each performance obligation. Payment is received following invoice on normal commercial terms.

Variable consideration

It is common for contracts to include performance bonuses or penalties assessed against the timeliness or cost effectiveness of work completed or other performance related KPIs. Where consideration in respect of a contract is variable, the expected value of revenue is only recognised when the uncertainty associated with the variable consideration is subsequently resolved, known as "constraint" requirements. The Group assesses the constraint requirements on a periodic basis when estimating the variable consideration to be included in the transaction price. The estimate is based on all available information including historic performance. Where modifications in design or contract requirements are entered into, the transaction price is updated to reflect these. Where the price of the modification has not been confirmed, an estimate is made of the amount of revenue to recognise whilst also considering the constraint requirement.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

In accordance with AASB 15, revenue is recognised when it is highly probable that a significant reversal of revenue will not occur.

Contract fulfilment costs

Costs incurred prior to the commencement of a contract may arise due to mobilisation/site setup costs, feasibility studies, environmental impact studies and preliminary design activities as these are costs incurred to fulfil a contract. Where these costs are expected to be recovered, they are capitalised and amortised over the course of the contract consistent with the transfer of service to the customer. Where the costs, or a portion of these costs, are reimbursed by the customer, the amount received is recognised as deferred revenue and allocated to the performance obligations within the contract and recognised as revenue over the course of the contract.

Financing components

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer represents a financing component. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

Warranties and defect periods

Generally construction and services contracts include defect and warranty periods following completion of the project. These obligations are not deemed to be separate performance obligations and are therefore estimated and included in the total costs of the contracts. Where required, amounts are recognised accordingly in line with AASB 137: Provisions, Contingent Liabilities and Contingent Assets.

(iv) Interest income

Interest income is recognised as it accrues.

(v) Dividends

Dividends are recognised as revenue when the right to receive payment is established.

(d) Finance costs

Finance costs are recognised as expenses in the period in which they are incurred except where they are included in the cost of qualifying assets. The capitalisation rate used to determine the amount of finance costs to be capitalised to qualifying assets is the weighted average interest rate applicable to the entity's borrowings during the period. Finance costs include:

- interest on bank overdrafts and short-term and long-term borrowings; and
- lease charges.

(e) Income tax

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

Current tax

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

Deferred tax

Deferred income tax is provided in full, using the balance sheet method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, the deferred income tax is not accounted for if it arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Current and deferred tax for the year

Current and deferred tax is recognised in the consolidated statement of profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Tax consolidation legislation

On 20 April 2015, John Holland Pty Ltd and its wholly-owned Australian controlled entities joined the CCCI Australia Pty Ltd income tax consolidated group, with CCCI Australia Pty Ltd as the head entity. Under this arrangement, the head entity and the group members continue to account for their own current and deferred tax amounts. These tax amounts are measured as if each entity in the income tax consolidated group continued to be a stand-alone taxpayer in its own right.

In addition to its own current and deferred tax amounts, the head entity also recognises the current tax liabilities (assets) and the deferred tax liabilities (assets) arising from unused tax losses and unused tax credits assumed from controlled entities in the income tax consolidated group. In the financial report of John Holland Pty Ltd and its wholly-owned Australian controlled entities, the current income tax liability (asset) is recognised as a payable to (receivable from) the head entity of the CCCI Australia Pty Ltd income tax consolidated group.

Assets or liabilities arising under tax funding agreements with the head entity of the CCCI Australia Pty Ltd income tax consolidated group are recognised as amounts receivable from or payable to the head entity of the CCCI Australia Pty Ltd income tax consolidated group. Details about the CCCI Australia Pty Ltd tax funding agreement are disclosed in note 6.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

(f) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the Australian Taxation Office ('ATO'). In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the consolidated statement of financial position.

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

(g) Non-derivative financial instruments

Non-derivative financial assets

(i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income or profit or loss); and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income. The Group reclassifies debt investments when and only when its business model for managing those assets changes.

(ii) Measurement

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. Measurement of cash and cash equivalents and account and other receivables remains at amortised cost consistent with the comparative period.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank and call deposits. For the purposes of the consolidated statement of cash flows, net cash includes cash on hand, cash at bank and short term deposits at call, net of bank overdrafts where there is an ability to offset and an intention to settle.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments as follows:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.
- Fair value through other comprehensive income ('FVOCI'): Assets that are held for collecting contractual cash flows and through sale on specified dates. A gain or loss on a debt instrument that is subsequently measured at FVOCI is recognised in other comprehensive income.

- Fair value through profit or loss ('FVPL'): 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 and presented net in the statement of profit or loss within other gains (losses) in the period in which it arises.

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value. Changes in the fair value of financial assets at fair value through profit or loss are recognised in other expenses in the statement of profit or loss as applicable.

(iii) Impairment

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For account receivables, contract debtors and other receivables, the Group applies the simplified approach permitted by AASB 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

Non-derivative financial liabilities

Interest bearing liabilities

All loans and borrowings are initially recognised at fair value, being the amount received less attributable transaction costs. After initial recognition, interest bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in the statement of profit or loss over the period of the borrowings on an effective interest basis.

Account and other payables

Liabilities are recognised for amounts to be paid for goods or services received. Account payables are settled on terms aligned with the normal commercial terms in the Group's countries of operation.

(h) Derivative financial instruments

Derivative financial instruments are stated at fair value, with changes in fair value recognised in the statement of profit or loss. Where derivative financial instruments qualify for hedge accounting, recognition of changes in fair value depends on the nature of the item being hedged. Hedge accounting is discontinued when the hedging relationship is revoked, the hedging instrument expires, is sold, terminated, exercised, or no longer qualifies for hedge accounting.

The Group documents at the inception of the hedging transaction the economic relationship between hedging instruments and hedged items including whether the instrument is expected to offset changes in cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking various hedge transactions at the inception of each hedge relationship.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within other expenses.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the cash flow hedge reserve in equity. The change in the forward element of the contract that relates to the hedged item is recognised within other comprehensive income in the costs of hedging reserve within equity. In some cases, the entity may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains or losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the cash flow hedge reserve within equity.

When option contracts are used to hedge forecast transactions, the Group designates only the intrinsic value of the option contract as the hedging instrument. Gains or losses relating to the effective portion of the change in intrinsic value of the option contracts are recognised in the cash flow hedge reserve in equity. The changes in the time value of the option contracts that relate to the hedged item ('aligned time value') are recognised within other comprehensive income in the costs of hedging reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- The gain or loss relating to the effective portion of forward and option contracts are ultimately recognised in profit or loss as the hedged item affects profit or loss within expenses.
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance cost'.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs, resulting in the recognition of a non-financial asset such as inventory. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss. Hedge ineffectiveness is recognised in profit or loss within other expenses.

(i) Contract assets and liabilities

Valuation

AASB 15 uses the terms 'contract asset' and 'contract liability' to describe what is commonly known as 'accrued revenue' and 'deferred revenue'. Contract receivables represent receivables in respect of which the Group's right to consideration is unconditional subject only to the passage of time. Contract receivables are non-derivative financial assets accounted for in accordance with the Group's accounting policy for non-derivative financial assets set out in Note 1(g).

Contract assets represent the Group's right to consideration for services provided to customers for which the Group's right remains conditional on something other than the passage of time. Contract liabilities arise where payment is received prior to work being performed. Contract assets and contract liabilities are carried at cost plus profit recognised to date based on the value of work completed, less certified progress billings and less provision for foreseeable losses, whereby the amount constitutes a debit balance (i.e. contract asset) or credit balance (contract liability) respectively. Contract assets and contract liabilities are recognised and measured in accordance with this accounting policy.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

Cost includes variable and fixed costs directly related to specific contracts, costs related to contract activity in general which can be allocated to specific contracts on a reasonable basis and other costs specifically chargeable under the contract. Costs expected to be incurred under penalty clauses and rectification provisions are also included. Costs incurred in securing contracts are included when they can be separately identified and measured reliably, and where it is probable that the contract will be obtained.

Refer to Note 2(a) for details of critical accounting estimates and judgements involved in accounting for the consolidated entity's construction contracts.

(j) Inventories

Inventories comprise consumables at cost.

Consumables at cost are valued at the lower of cost and net realisable value. The cost of inventory is assigned by using the weighted average cost formula.

(k) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured 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 its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Costs 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.

(ii) Depreciation

Depreciation is recognised in the consolidated statement of profit or loss on a straight-line basis to allocate the cost net of the residual value over the estimated useful life of each part of an item of property, plant and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the consolidated entity will retain ownership by the end of the lease term. Land is not depreciated.

Buildings	Straight-line method, useful life of 40 years
Plant and equipment	Straight-line method, useful life of 3-10 years
Leased plant and equipment	Straight-line method, useful life of 3-10 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 1(p)).

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in the consolidated statement of profit or loss as other income or other expenses.

(iii) Leasehold improvements

The cost of improvements to or on leasehold properties is amortised over the unexpired period of the lease or the estimated useful life of the improvement to the consolidated entity, whichever is the shorter. Leasehold improvements held at the reporting date are being amortised over periods ranging from three to ten years.

(l) Property, plant and equipment – construction in progress

Items of property, plant and equipment that are under construction, and not yet completed, are classified as property, plant and equipment – construction in progress and measured at cost. When an item of property, plant and equipment – construction in progress is completed, its cost is transferred to property, plant and equipment and is subsequently measured at cost less accumulated depreciation and accumulated impairment losses.

(m) Leases

(i) The Group as a lessee

The Group assesses whether a contract is or contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. In such instances, the Group recognises, at commencement date of the lease, a right-of-use asset and a corresponding lease liability with respect to all lease agreements, except for short term leases, cancellable leases that if cancelled by the lessee the losses associated with the cancellation are borne by the lessor, and low value leased assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use assets

The right-of-use assets recognised by the Group comprise the initial measurement of the related lease liability; any lease payments made at or before the commencement of the contract, less any lease incentives received; and any direct costs. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

Lease liabilities

The Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate. The Group applies a single discount rate to a portfolio of leases with reasonably similar characteristics.

The following are included in the measurement of the lease liability (where applicable):

- Fixed lease payments offset by any lease incentives;
- Variable lease payments, for lease liabilities which are tied to a floating index;

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

- The amounts expected to be payable to the lessor under residual value guarantees;
- The exercise price of purchase options (if it is reasonably certain that the option will be exercised); and
- Payments of penalties for terminating leases, if the lease term reflects the lease terminating early.

The Group is required to remeasure the lease liability and make an adjustment to the right of use asset in the following instances:

- The term of the lease has been modified or there has been a change in the Group assessment of the purchase option being exercised, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; and
- The lease payments are adjusted due to changes in the index or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate. However, if a change in lease payments is due to a change in a floating interest rate, a revised discount rate is used.

The lease liability is separately disclosed on the consolidated statement of financial position. The liabilities which will be repaid within twelve months are recognised as current and the liabilities which will be repaid in excess of twelve months are recognised as non-current.

The lease liability is subsequently measured by reducing the balance to reflect the principal lease repayments made and increasing the carrying amount by the interest on the lease liability.

Short-term leases and leases of low-value assets

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.

(ii) The Group as a lessor

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all risks and benefits incidental to ownership of leased non-current assets, and operating leases, under which the lessor effectively retains substantially all risks and benefits.

Upon initial recognition of a finance lease, the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset.

A leased asset is not recognised in the consolidated entity's consolidated statement of financial position in respect of operating leases.

(n) Joint arrangements

Joint arrangements reflect an arrangement over which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement which exists only when the decisions about the relevant activities require the unanimous consent of the parties sharing control.

Under AASB 11 there are only two types of joint arrangements - joint operations and joint ventures. The classification of joint arrangements under AASB 11 is determined based on the rights and obligations of parties to the joint arrangements by considering the structure and legal form of the arrangement, the contractual terms agreed by the parties to the arrangement, and, where relevant, other facts and circumstances.

(i) Joint ventures

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement (i.e. joint venturers) have rights to the net assets of the arrangement.

The interests in joint venture entities are accounted for using the equity method after initially being recognised at cost. Under the equity method, the share of the profit or loss of the joint venture entities is recognised in the consolidated statement of profit or loss, and the share of post-acquisition movements in reserves is recognised in other comprehensive income. Amounts owing from (to) joint venture entities at balance date that are expected to be settled within 12 months are presented as current assets (liabilities) in the consolidated statement of financial position, otherwise they are presented as non-current assets (liabilities).

Profits or losses on transactions establishing the joint venture partnership and transactions with the joint venture are eliminated to the extent of the consolidated entity's ownership interest until such time as they are realised by the joint venture partnership on consumption or sale.

Details relating to the joint ventures are set out in note 32.

(ii) Joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement (i.e. joint operators) have rights to the assets, and obligations for the liabilities, relating to the arrangement.

The interests in joint operations are accounted for such that each joint operator recognises in its financial statements its share of assets, liabilities, revenue and expenses of the joint operation in accordance with applicable Accounting Standards.

Details relating to the joint operations are set out in note 31.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

(o) Intangible assets

Goodwill

Goodwill on acquisitions is recognised in the consolidated statement of financial position. Goodwill on acquisitions of associates is included in investments in associates. Goodwill is not amortised. Instead, goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. Each of those cash-generating units represents the consolidated entity's operational divisions.

Other intangible assets

Other intangible assets that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortisation and any impairment losses.

IT systems

Costs incurred in developing systems and costs incurred in acquiring software and licenses that will provide future period economic benefits are capitalised to other intangibles. Costs capitalised include external direct costs of materials and services and direct payroll and payroll related costs of employees' time spent on the projects. IT systems are amortised over their estimated useful lives of up to 10 years.

IT systems are carried at cost less accumulated amortisation and any impairment losses.

Customer contracts

Customer contracts acquired as part of a business combination are recognised separately from goodwill. The customer contracts are carried at their fair value at the date of acquisition less accumulated amortisation and any impairment losses. Where customer contracts' useful lives are assessed as indefinite, the customer contract is not amortised but is tested for impairment annually, or more frequently whenever there is an indication that it might be impaired. Where customer contracts' useful lives are assessed as finite, the customer contracts are amortised over their estimated useful lives.

Amortisation

Amortisation is charged to the consolidated statement of profit or loss either on a straight line basis over the estimated useful lives of the intangible assets or over the life of the contract on a percentage of completion basis, unless such lives are indefinite.

Other intangible assets are amortised from the date that they are available for use or from the date they are acquired. The estimated useful lives in current and comparative periods are as follows:

Software	Straight-line method, useful life of 2-10 years
Customer contracts	Life of the contract on a percentage of completion basis

(p) Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events and circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal at each reporting date.

(q) Employee benefits

(i) Wages and salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave, accumulating sick leave and termination payments, in accordance with an award or other contractual arrangement, are recognised in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

(ii) Long service leave

The liability for long service leave expected to be settled within 12 months of the reporting date is measured in accordance with (i) above. The liability for long service leave expected to be settled more than 12 months from the reporting date is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(iii) Retention arrangements

Retention arrangements are in place for certain key employees and are payable upon completion of the retention period. The provisions are accrued on a pro-rata basis during the retention period and have been calculated based on current salary rates, including related on-costs. Amounts which are not expected to be settled within 12 months are discounted using the rates attached to national government securities at reporting date which most closely match the terms of maturity of the related liabilities.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

(iv) Annual bonus and deferred incentive arrangements

Annual bonuses and deferred incentives are provided for at reporting date and include related on-costs. The consolidated entity recognises a payable where there is a contractual or constructive obligation. Amounts which are not expected to be settled within 12 months are discounted using the rates attached to national government securities at reporting date which most closely match the terms of maturity of the related liabilities.

(v) Employee benefit on-costs

Employee benefit on-costs, including payroll tax, are recognised and included in employee benefit liabilities and costs when the employee benefits to which they relate are recognised as liabilities.

The liability for each of the employee benefits as detailed above, with the exception of wages and salaries, is recognised in payroll payables, current or non-current as appropriate, in the consolidated statement of financial position. The liability for wages and salaries payable at reporting date is included in payables.

(r) Provisions

Provisions for legal claims, service warranties and make good obligations are recognised when the consolidated entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations is small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the date of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense in the consolidated statement of profit or loss.

Workers' compensation

The parent entity and two of its controlled entities self-insure for risks associated with workers' compensation. Outstanding claims are recognised for incidents that have occurred that may give rise to a claim and are measured at the cost that the entity expects to incur in settling the claims, discounted using a government bond rate with a maturity date approximating the terms of the obligation.

Onerous contracts

An onerous contract provision is recognised in respect of a project when, for the specific project, forecast final costs exceed forecast final revenue. The provision is equal to the forecast final loss expected to be incurred less the loss incurred to date based on percentage of completion (measured by reference to total costs incurred to date as a percentage of estimated total costs).

The onerous contract provision is classified as current or non-current having regard to its estimated utilisation within 12 months after the reporting date, with reference to project productivity and associated costs during this period.

(s) Issued capital

(i) Ordinary shares

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

(ii) Dividends

Dividends are recognised as a liability in the period in which they are declared.

(t) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of the consolidated entity's controlled entities, associates and joint ventures are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in Australian dollars, which is John Holland Pty Ltd's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are initially translated into Australian dollars at the rate of exchange at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at reporting date exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except when they are deferred in equity as qualifying cash flow hedges.

(iii) Foreign operations

The results and financial position of all the consolidated entity's controlled entities (which do not have the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for the consolidated statement of financial position presented are translated at the closing rate at the date of the consolidated statement of financial position; and
- income and expenses for the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions).

All resulting exchange differences are recognised in other comprehensive income.

(u) Parent entity financial information

The financial information for the parent entity, John Holland Pty Ltd, disclosed in note 34, has been prepared on the same basis as the consolidated financial statements.

Notes to the Consolidated Financial Statements (continued) for the year ended 31 December 2020

2. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements associated with construction projects are continually evaluated and are based on historical experience, known events, and other factors, including expectations of future events that may have a financial impact on the consolidated entity and that are believed to be reasonable under the circumstances.

The Group undertakes a review of all construction projects for these factors each reporting period or when facts and circumstances change during the reporting period. Given the complexity of projects, the experience and knowledge of the Group's engineers, project managers and executive management are used as part of these assessments.

The accounting estimates resulting from judgements in relation to individual projects may be materially different to the related actual results given the size and scale of some of the Group's projects in the construction portfolio.

The estimates and assumptions that are considered significant to the carrying amount of assets and liabilities within the next financial year are discussed below.

(a) Accounting for construction contracts

The consolidated entity accounts for construction contracts in accordance with AASB 15 Revenue from Contracts with Customers. The detailed accounting policy can be found in notes 1(c) and 1(i).

Accounting for construction contracts involves the continuous use of prudently assessed estimates based on a number of detailed assumptions consistent with the project scope and schedule, and contract and risk management processes. These contracts may span several accounting periods, requiring estimates and assumptions to be updated on a regular basis.

Details of the estimation procedures followed in accounting for the consolidated entity's construction contracts are shown below:

Forecast costs at completion

The estimates of the forecast costs at completion of all construction contracts are regularly updated in accordance with the agreed work scope and schedule under the respective contracts. Forecast costs are based on costs and rates expected to apply when the related activity is expected to be undertaken.

Construction contracts undertaken by the consolidated entity may, at times, require additional cost that is outside the original cost estimates. Risk contingencies are included in the forecast costs to completion in order to cover such risks inherent in these estimates. Further, additional work and effort can result in negotiations with customers as to who is liable for related costs to the extent that the additional work is considered to be outside the original contract scope of works. Any additional contractual obligations, including liquidated damages, are also assessed to the extent that these are due and payable under the contract recognising the contractual status from the consolidated entity's and client's viewpoints.

A provision for loss making (onerous) contracts is recognised to the extent that the expected costs of fulfilling a contract exceed the economic benefits expected to be received in respect of the contract.

Revenues

Revenues reflect the contract price agreed in the contract and variations when approved by the parties to the contract and the amount becomes highly probable. Claims are included in contract revenue only when there exists an enforceable right between the parties and the amount becomes highly probable. There are a number of factors considered in assessing whether an enforceable right between the parties is deemed to exist. These include:

- negotiations with the contracting party or parties;
- historical results of previous negotiations by the consolidated entity;
- evidence included in the contract or other objective evidence such as legal opinions that provide a legal basis of entitlement; and
- additional costs that can be identified and are considered as unforeseen at the contract date and for which entitlement contractually exists.

(b) Contract claims and disputes

Certain claims arising out of construction contracts have been made by or against the consolidated entity in the ordinary course of business, some of which involve litigation or arbitration.

Estimates and assumptions regarding the likely outcome of these claims have been made and these have been recognised in the carrying value of assets and liabilities recorded in the financial report. In making these estimates and assumptions, legal opinions have been obtained as appropriate.

Although the Directors do not consider that the outcome of these claims will have a material adverse effect on the financial position of the consolidated entity, there remains uncertainty until the final outcome of the litigation or arbitration is determined.

(c) Impairment of assets

Determining whether an asset is impaired requires an estimation of recoverable amount. The recoverable amount of an asset is the greater of its value in use or fair value less cost to sell.

Value in use is determined as the present value of the estimated future cash flows expected to arise from continued use of the asset in its present form. Value in use is determined by applying assumptions specific to the consolidated entity's continued use and cannot take into account future development. Fair value is determined as the amount that would be obtained from the sale of the asset in an arm's length transaction, less allowance for costs to sell. Fair value is ordinarily based on a binding sale agreement, active market price or, where necessary, the best information available to reflect the amount the consolidated entity could obtain from the sale of the assets.

Management and the Directors are satisfied that the assets of the consolidated entity are recoverable at their current carrying values.

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

(d) Recoverability of Deferred Taxes

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

(e) Joint Arrangements

The Group undertakes construction projects and other activities jointly with third parties. The nature and contractual terms of these arrangements requires management to exercise significant judgement to determine which entities or arrangements are controlled, jointly controlled or where the Group has significant influence over the arrangement but not control. The Group's involvement in joint arrangements and associates is detailed in note 31 and 32.

(f) Leases

Determination of the existence of leases

The Group defines a lease as a contract, or part of a contract, if it enables the Group to control the use of an identified asset by directing the use of the asset and obtaining substantial economic benefit for a period of time. The Group applies judgement on the following when determining the existence of leases:

- whether the asset is identifiable
- whether the Group has the right to control the use of an identified asset

Estimation of lease extension options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease contract, where such options are present in a lease contract.

(g) Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on a current or non-current classification. An asset is current when it is expected to be realised or intended to be sold or consumed in the normal operating cycle, held primarily for the purpose of trading, or expected to be realised within 12 months after the reporting period.

Management applies judgement in estimating the timing of future events and cash flows associated with the Group's assets to determine the classification as current or non-current.

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	Year ended December 2020 \$'000	Year ended December 2019 \$'000
3. REVENUE			
Main business revenue – construction contracting services		4,385,839	3,806,688
Main business revenue – other services		160,238	156,126
Total revenue (excluding share of revenue from equity accounted investments)		4,546,077	3,962,814

Share of operating revenue from ongoing operations conducted through entities which the consolidated entity does not control, and which is not included above:

- Equity accounted investments		409,841	388,437
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4. OTHER INCOME

Net gain on disposal of property, plant and equipment		4,619	5,743
Other income		4,400	1,915
		9,019	7,658

5. EXPENSES

Materials		1,922,822	1,268,996
Subcontractors		1,908,675	1,866,594
Depreciation	13,15	211,860	136,881
Amortisation	18	3,713	3,389
Personnel costs		723,968	705,176
Defined contribution superannuation expense		69,697	62,793
Other expenses		20,985	85,678
Total expenses		4,861,720	4,129,507

Loss before income tax includes the following specific items:

Other (reversal of) charges against assets			
- Provision for impairment of account receivables		484	486
- (Reversal of) provision for impairment of other receivables		(2,459)	2,549
- Write off of trade receivables		70	180
- Reversal of provision for impairment of contract work due from customers		(265)	(77)
Total (reversal of) other charges against assets		(2,170)	3,138

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	Year ended December 2020 \$'000	Year ended December 2019 \$'000
6. INCOME TAX BENEFIT			
(a) Income tax benefit			
Current tax (benefit) expense		(44,981)	68,000
Deferred tax benefit		(34,074)	(99,910)
Adjustments for current and deferred tax of prior periods		(1,228)	7,921
		(80,283)	(23,989)
Deferred income tax benefit included in income tax benefit comprises:			
Increase in deferred tax assets	16	(39,117)	(92,041)
Increase (decrease) in deferred tax liabilities	24	5,043	(7,869)
		(34,074)	(99,910)
(b) Numerical reconciliation of income tax benefit expense to prima facie tax payable			
Loss before income tax benefit		(254,725)	(107,366)
Tax at the Australian tax rate of 30% (31 December 2019: 30%)		(76,418)	(32,210)
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:			
Entertainment and other non-allowable items		(907)	343
Losses from foreign operations		949	3,264
Equity accounted income not subject to tax		(2,398)	(3,638)
Dividends from associates		-	3,918
Imputation credits from dividends from associates		-	(3,918)
Other		(281)	331
		(79,055)	(31,910)
Adjustments for current and deferred tax of prior periods		(1,228)	7,921
Income tax benefit from continuing operations		(80,283)	(23,989)

(c) Tax consolidation

On 20 April 2015, John Holland Pty Ltd and its wholly-owned Australian controlled entities joined the CCCI Australia Pty Ltd income tax consolidated group. John Holland Pty Ltd and its wholly-owned Australian controlled entities are parties to a tax sharing and funding agreement. Under the terms of this agreement, the wholly-owned entities reimburse the head entity of the tax consolidated group for any current income tax payable (receivable) arising in respect of their activities. The reimbursements are payable (receivable) at the same time as the associated income tax liability (refund) falls due and have therefore been recognised as a current tax related amount payable to (receivable from) the head entity of the tax consolidated group. In the opinion of the Directors, the tax sharing agreement is also a valid agreement under the tax consolidation legislation and limits the joint and several liability of the wholly-owned entities in the case of a default by CCCI Australia Pty Ltd.

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	December 2020 \$'000	December 2019 \$'000
7. CURRENT ASSETS - CASH AND CASH EQUIVALENTS			
Cash at bank (including at-call investment accounts) and on hand		1,069,578	550,536
Term deposits		75,183	192,504
		1,144,761	743,040
Interest			
The cash at bank and at-call investment accounts are earning floating interest rates between 0% and 1.10% (31 December 2019: 0% and 1.75%) and the term deposits are earning a fixed interest rate of 0.50% (31 December 2019: 1.54% and 1.84%).			
8. CURRENT ASSETS - ACCOUNT RECEIVABLES			
Trade debtors		184,841	127,711
9. CURRENT ASSETS - OTHER RECEIVABLES			
Amounts receivable from immediate parent entity		5,584	137,124
Other receivables - related entities		574,008	279,216
Other receivables - other entities		146,035	482,661
Interest receivables		109	98
		725,736	899,099
10. CURRENT ASSETS - INVENTORIES			
Consumables at cost		3,477	17,097
11. NON-CURRENT ASSETS - LONG-TERM RECEIVABLES			
Loans to associates		11,921	11,921
12. NON-CURRENT ASSETS - INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD			
Investment in associates	32	27,029	19,880
Investment in joint ventures	32	(601)	(1,445)
		26,428	18,435

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

13. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	Notes	Land \$'000	Buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total property, plant and equipment \$'000
At 31 December 2019						
At cost (net of impairment provision)		2,426	1,119	19,924	535,373	558,842
Accumulated depreciation		-	(955)	(17,280)	(286,001)	(304,236)
Net book value		2,426	164	2,644	249,372	254,606
Net book value - 1 January 2020						
Additions		-	-	-	7,718	7,718
Disposals		-	-	(13)	(15,609)	(15,622)
Depreciation expense	5	-	(11)	(2,214)	(169,226)	(171,451)
Transfer from construction in progress	14	-	-	3,937	70,250	74,187
Net book value - 31 December 2020		2,426	153	4,354	142,505	149,438
At 31 December 2020						
At cost (net of impairment provision)		2,426	1,119	23,848	521,793	549,186
Accumulated depreciation		-	(966)	(19,494)	(379,288)	(399,748)
Net book value		2,426	153	4,354	142,505	149,438

Depreciation expense recognised by the consolidated entity for the year ended 31 December 2020 includes an amount of accelerated depreciation of \$90,487,000 in respect of the West Gate Tunnel project. This reflects the accounting position adopted by the consolidated entity in respect of this project for the purposes of these consolidated financial statements, being that the contract is considered terminated. As such, the net book value of property, plant and equipment in respect of the West Gate Tunnel project as at 31 December 2020 is \$nil.

	Notes	December 2020 \$'000	December 2019 \$'000
14. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT - CONSTRUCTION IN PROGRESS			
Plant and equipment			
Opening balance		17,325	15,046
Additions		77,941	29,867
Transfer to property, plant and equipment	13	(74,187)	(22,317)
Transfer to other intangible assets	18	(8,024)	(5,271)
Closing balance		13,055	17,325

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

15. RIGHT OF USE ASSETS AND LEASE LIABILITIES

(a) Right of use assets

	Note	Buildings \$'000	Plant and equipment \$'000	Total right of use assets \$'000
At 31 December 2019				
At cost (net of impairment provision)		70,132	11,316	81,448
Accumulated depreciation		(25,673)	(3,088)	(28,761)
Net book value		44,459	8,228	52,687
Net book value - 1 January 2020				
Additions		82,533	9,338	91,871
Disposals		(612)	(5)	(617)
Depreciation expense	5	(29,004)	(11,405)	(40,409)
Net book value - 31 December 2020		97,376	6,156	103,532
At 31 December 2020				
At cost (net of impairment provision)		132,861	16,880	149,741
Accumulated depreciation		(35,485)	(10,724)	(46,209)
Net book value		97,376	6,156	103,532

(b) Lease liabilities

	December 2020 \$'000	December 2019 \$'000
Carrying amount at beginning of reporting period	59,895	73,583
Additions	90,089	18,111
Interest expense	3,091	2,920
Payments	(43,043)	(34,719)
Carrying amount at reporting date	110,032	59,895
Total balance presented as:		
Current	26,409	22,425
Non-current	83,623	37,470
	110,032	59,895

(c) Amounts recognised in the consolidated statement of profit or loss

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Loss before income tax includes the following specific items:		
Depreciation expense	40,409	28,761
Interest expense	3,091	2,920
Expense relating to short-term leases	574	436
Expense relating to low-value assets	4	49
Variable lease payments	2,619	3,613
	46,697	35,779

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	December 2020 \$'000	December 2019 \$'000
16. NON-CURRENT ASSETS - DEFERRED TAX ASSETS			
The balance comprises temporary differences attributable to:			
Employee benefits		7,772	6,674
Non-deductible accrued expenses		8,029	5,968
Partnership taxable profit recognition		134,384	93,821
Property, plant and equipment		6,404	5,238
Other		3,193	3,202
		159,782	114,903
Set-off of deferred tax liabilities pursuant to set-off provisions	24	(8,834)	(3,791)
Net deferred tax assets		150,948	111,112
Movements			
Opening balance		114,903	22,774
Credited to consolidated statement of profit or loss	6	39,117	92,041
Transfer from other receivables		5,762	88
Closing balance		159,782	114,903
17. NON-CURRENT ASSETS - GOODWILL			
Goodwill			
Cost		35,091	35,091
Accumulated impairment		(213)	(213)
Net book amount		34,878	34,878
Movements			
Opening balance		34,878	9,200
Additions		-	25,678
Closing balance		34,878	34,878

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

18. NON-CURRENT ASSETS - OTHER INTANGIBLE ASSETS

	Notes	Software \$'000	Customer contracts \$'000	Total other intangible assets \$'000
As at 31 December 2019				
Cost		23,290	14,526	37,816
Accumulated amortisation		(12,341)	(14,286)	(26,627)
Net book value		10,949	240	11,189
As at 1 January 2020				
Amortisation expense	5	(3,473)	(240)	(3,713)
Transfer from construction in progress	14	8,024	-	8,024
Net book value - 31 December 2020		15,500	-	15,500
As at 31 December 2020				
Cost		31,315	-	31,315
Accumulated amortisation		(15,815)	-	(15,815)
Net book value		15,500	-	15,500

December 2020
\$'000

December 2019
\$'000

19. CURRENT LIABILITIES - ACCOUNT PAYABLES

Trade creditors	205,482	355,014
Trade creditors - retentions	28,254	39,043
Other payables and accruals	488,124	364,124
Tax related amounts payable to the head entity of the tax consolidated group	9,672	50,127
Amounts payable to related entities	3	9,074
Interest payable	550	780
	732,085	818,162

20. CURRENT LIABILITIES - PAYROLL PAYABLES

Employee benefits	26,988	23,293
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21. CURRENT LIABILITIES - TAX PAYABLES

GST payable	38,029	20,227
Other tax payables	4,835	3,046
	42,864	23,273

22. CURRENT LIABILITIES - INTEREST BEARING LIABILITIES

Other loans - unsecured	1,058	1,800
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The unsecured loans attract fixed interest rates of between 0% and 1.26% (31 December 2019: between 1.1% and 2.5%).

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	December 2020 \$'000	December 2019 \$'000
23. CURRENT LIABILITIES - PROVISIONS			
Workers' compensation	(a) (c)	2,508	2,487
Onerous contracts	(b) (c)	109,663	33,509
		112,171	35,996

(a) Workers' compensation

John Holland Pty Ltd is a member of Comcare, the Commonwealth system of workers' compensation regulation under the *Safety, Rehabilitation and Compensation Act 1990* (the SRC Act). A provision is made to meet the future claim payments required under the SRC Act and associated expenses in respect of claims incurred.

(b) Onerous contracts

As a result of recognising margin write-downs in respect of the Melbourne Metro Tunnel contract, the Group is currently forecasting that it will incur an overall financial loss on completion of this contract. As such, a provision for onerous contract has been recognised in the financial statements in respect of this contract equal to the forecast final loss expected to be incurred less the loss incurred to date based on percentage of completion (measured by reference of total costs incurred to date as a percentage of estimated total costs).

(c) Movements in provisions - total

Movements in each class of provision during the reporting period are set out below:

	Note	Workers' compensation \$'000	Onerous contracts \$'000	Total \$'000
Year ended December 2020				
Carrying amount at beginning of reporting period		10,127	127,472	137,599
Amounts provided		5,137	189,953	195,090
Amounts paid		(2,754)	(1,241)	(3,995)
Carrying amount at reporting date		12,510	316,184	328,694
Total balance presented as:				
Current		2,508	109,663	112,171
Non-current	26	10,002	206,521	216,523
		12,510	316,184	328,694

	Notes	December 2020 \$'000	December 2019 \$'000
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24. NON-CURRENT LIABILITIES - DEFERRED TAX LIABILITIES

The balance comprises temporary differences attributable to:

Construction accounting		8,834	3,791
		8,834	3,791
Set-off against deferred tax assets pursuant to set-off provisions	16	(8,834)	(3,791)
Net deferred tax liabilities		-	-

Movements

Opening balance		3,791	11,660
Charged (credited) to the consolidated statement of profit or loss	6	5,043	(7,869)
Closing balance		8,834	3,791

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

	Notes	December 2020 \$'000	December 2019 \$'000
25. NON-CURRENT LIABILITIES - ACCOUNT PAYABLES			
Trade creditors – retentions		26,565	31,047
Other payables and accruals		1,787	-
		28,352	31,047

26. NON-CURRENT LIABILITIES - PROVISIONS

Workers' compensation	23	10,002	7,640
Onerous contracts	23	206,521	93,963
		216,523	101,603

	December 2020 Shares '000	December 2019 Shares '000	December 2020 \$'000	December 2019 \$'000
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27. ISSUED CAPITAL

Ordinary shares

690,000,000 (31 December 2019: 690,000,000)	690,000	690,000	690,000	690,000
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Movements during the period

Opening balance	690,000	690,000	690,000	690,000
Issue of ordinary shares	-	-	-	-
Closing balance	690,000	690,000	690,000	690,000

Changes to the then Corporations Law abolished the authorised capital and par value concept in relation to share capital from 1 July 1998. Therefore, the company does not have a limited amount of authorised capital and issued shares do not have a par value.

Terms and conditions

Ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of the parent entity in proportion to the number of, and amounts paid on the, shares held. Holders are entitled to one vote per share at shareholders' meetings.

28. RESERVES

Foreign currency translation reserve

Exchange differences relating to the translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's presentation currency (i.e. Australian dollars) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve are reclassified to the consolidated statement of profit or loss on disposal of the foreign operation.

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

December 2020 December 2019
\$'000 \$'000

29. COMMITMENTS

Capital expenditure

Total capital expenditure contracted for at balance date but not provided for in the accounts, payable:

– not later than one year	1,058	1,345
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30. CONTINGENT LIABILITIES

Details and estimates of maximum amounts of contingent liabilities, classified in accordance with the party from whom the liability could arise and for which no provisions are included in the financial statements, are as follows:

	1,872,288	1,691,319
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The immediate parent entity has provided indemnities to banks and insurance companies in respect of contract performance guarantees and bonds issued on behalf of controlled entities, joint operations and associates.

John Holland Pty Ltd and a number of its wholly-owned controlled entities are parties to a deed of cross guarantee under which each entity guarantees the debts of others. No financial guarantee liability has been raised in relation to the deed, as the fair value of the guarantee is immaterial.

As detailed in the 2019 Financial Report, the Company, in conjunction with its joint venture partner, has issued termination notices to its client in respect of the West Gate Tunnel project. The terminations relate to the presence, changes in regulation, classification and disposal of per and polyfluorinated alkyl substances (PFAS) within the project site. The client has disputed the terminations, and construction work has continued under protest. Dispute resolution processes in respect of this matter, including an arbitration and other commercial negotiations between the parties, are ongoing.

The consolidated entity has various outstanding contractual claims on construction and engineering contracts in the ordinary course of business. The Directors have reviewed these matters in detail, having regard to all known factors at this time, in determining operating profit for the year ended 31 December 2020.

No material losses are anticipated in respect of any of the above contingent liabilities.

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

31. RELATED PARTIES

(a) Directors

The persons who held office as Directors of John Holland Pty Ltd during the year ended 31 December 2020 were:

J.D. Barr (Chairman)

R.L. Heale

D.A. Ray

No Director has entered into a contract with the parent entity or the consolidated entity since the end of the previous financial year, and there were no contracts involving Directors' interests subsisting at the end of the period.

There were no transactions between Directors and John Holland Pty Ltd entities during the reporting period except for those with the Directors in their capacity as Directors.

(b) Key management personnel

The compensation of the key management personnel of the consolidated entity is set out below:

	Year ended December 2020 \$	Year ended December 2019 \$
Key management personnel	3,857,809	5,412,784

(c) Transactions with other related parties

The consolidated entity transacts with various other related parties in the ordinary course of business under normal terms and conditions. These primarily relate to reimbursement of expenses incurred on behalf of the consolidated entity, or expenses incurred by the consolidated entity on behalf of the related entities.

These transactions give rise to various receivables (refer to notes 9 and 11) and payables (refer to note 19).

During the reporting period, no provision for doubtful debts or expected credit losses have been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

Unless otherwise indicated, there are no fixed repayment terms for the loans between the parent and its wholly-owned entities.

The immediate parent entity has provided indemnities to banks and insurance companies in respect of contract performance guarantees and bonds issued on behalf of the consolidated entity. It has also provided unsecured guarantees and indemnities in respect of leases entered into by the consolidated entity. No charge has been raised in respect of the provision of these guarantees and indemnities. Refer to note 30 for further details.

The immediate parent entity acts as the group banker in relation to working capital requirements. Amounts due from the immediate parent entity attract an interest rate of 5.25% at 31 December 2020.

Refer to note 6 for details of the tax sharing and funding agreement.

The following entities are considered to be other related parties as at 31 December 2020:

(i) China Communications Construction Group

China Communications Construction Group holds a 57.96% interest in the shareholding of China Communications Construction Company Limited.

(ii) CCCC International Holding Limited

CCCC International Holding Limited (a controlled entity of China Communications Construction Company Limited) holds a 100% interest in the shareholding of CCCI Australia Pty Ltd.

(iii) John Holland Holdings Pty Ltd

John Holland Holdings Pty Ltd (a controlled entity of CCCI Australia Pty Ltd) holds a 100% interest in the shareholding of John Holland Group Pty Ltd.

(iv) Wholly-owned controlled entities

(v) John Holland Group Pty Ltd and its controlled entities

(vi) Associates (with the consolidated entity's percentage financial interest shown)

Metro Trains Australia Pty Ltd

20

Metro Trains Sydney Pty Ltd

20

These associates have been equity accounted (refer to note 32).

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

31. RELATED PARTIES (CONTINUED)

(vii) Active joint operations (with the consolidated entity's percentage financial interest shown)

John Holland Bouygues Travaux Publics (Arncliffe)	50
John Holland Fairbrother (Uni Tas, Risdon, IMAS, Royal Hobart Hospital)	50
John Holland Leighton Asia, India and Offshore (South East Asia)	50
John Holland Lend Lease (SW Program Management Works)	50
John Holland Pindan (Eastern Goldfields)	50
John Holland UGL Infrastructure (Murrumbidgee Irrigation Alliance)	50
John Holland Veolia Water Australia (Sydney Desalination Plant)	72
Leighton – John Holland (Hong Kong South Island Line Project)	45
Leighton John Holland (Singapore LTA Project)	50
Thiess John Holland (EastLink)	50
Dragados Australia Pty Ltd & John Holland Pty Ltd & Thiess Pty Ltd (NWRL TSC)	25
John Holland Pty Ltd and Kellogg Brown & Root Pty Ltd (Melbourne Water Capital Works)	50
John Holland Pty Ltd, UGL Engineering Pty Ltd and GHD Pty Ltd (Malabar Alliance)	43.30
NRT Infrastructure JV (NWRL OTS (IJV))	50
John Holland Pty Ltd & Leighton Contractors Pty Ltd & MTR Corporation & (Sydney) NRT Pty Limited & UGL Rail Services Pty Limited (NWRL OTS NRT D&D)	25
John Holland Pty Ltd & Leighton Contractors Pty Ltd & Samsung C&T Corporation (Westconnex Stage 1B)	33
John Holland Pty Ltd & CPB Pty Ltd JV (Canberra Light Rail (D&C))	50
John Holland Zhen Hua Joint Venture (T309 Siglap Station)	60
John Holland Pty Ltd & CPB Contractors Pty Ltd (Westgate Tunnel)	50
CPB Contractors Pty Limited & Ghella Pty Ltd & John Holland Pty Ltd (Sydney Metro)	45
John Holland Pty Ltd & Laing O'Rourke Construction Australia Pty Ltd (Sydenham Station and Junction)	50
John Holland Pty Ltd & MPC Group Pty Ltd (Broken Hill Pipeline)	50
John Holland Pty Ltd & Trility Pty Ltd (Broken Hill O&M)	40
Bouygues Construction Australia Pty Ltd & John Holland Pty Ltd & Lendlease Engineering Pty Ltd (Melbourne Metro Tunnel)	33.33
John Holland Pty Ltd and Kellogg Brown & Root Pty Ltd (Melbourne Water Capital Works 2018)	65
John Holland Pty Ltd & CPB Contractors Pty Ltd (Metro Rail Infrastructure)	50
BECA Pty Ltd & John Holland Pty Ltd & Suez Water Pty Ltd (Boneo Water Recycling Plant Upgrade)	61.11
John Holland Pty Ltd & CPB Contractors Pty Ltd (Rozelle Interchange)	50
Novo Rail Alliance	40
Freyssinet Australia Pty Ltd & Jacobs Group (Australia) Pty Ltd & John Holland Pty Ltd (Sydney Program Alliance)	51
John Holland Pty Ltd & UGL Infrastructure Pty Ltd (North Head Biosolids)	50
Aecom Australia Pty Ltd & John Holland Queensland Pty Ltd & Seymour Whyte Construction Pty Ltd (Edmonton to Gordonvale)	42.25
John Holland Queensland Pty Ltd & Seymour Whyte Constructions Pty Ltd (Maroochydore to Mons Road)	50
John Holland Pty Ltd & McConnell Dowell Constructors (Aust) Pty Ltd (J108 Jurong Region Line Pkg 2)	50
Jacobs Group (Australia) Pty Ltd & John Holland Pty Ltd (More Trains More Services 2)	50
Guidera O'Connor Pty Ltd & John Holland Pty Ltd (SAW – Framework)	50
Comdain Infrastructure Pty Ltd & John Holland Pty Ltd & Lend Lease Services Pty Ltd & WSP Australia Pty Ltd (Delivering for Customers (D4C))	30
John Holland (NZ) Ltd & McConnell Dowell Constructors Ltd (Papakura to Pukekohe Electrification (P2P))	50
John Holland Pty Ltd & Seymour Whyte Constructions Pty Ltd (Sydney Gateway – Stage 1 & 3)	50
John Holland Pty Ltd & See Civil Pty Ltd (ARTC Narrabri – North Star (Inland Rail N2NS) Package A)	75

The consolidated entity recognises in its financial statements its proportionate share of the assets, liabilities, revenue and expenses of each of these joint operations.

(viii) Active joint ventures (with the consolidated entity's percentage financial interest shown)

Canberra Metro Operations Pty Ltd	50
Adelaide Metro Operations Pty Ltd	50

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

31. RELATED PARTIES (CONTINUED)

(d) Immediate and ultimate parent entity

The immediate parent entity of John Holland Pty Ltd is John Holland Group Pty Ltd, a company incorporated in Victoria, and the ultimate parent entity of John Holland Pty Ltd is China Communications Construction Group, a company incorporated in China.

32. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

(a) Investment in associates

Investments in associates are accounted for in the consolidated financial statements using the equity method (see note 1(b)). Information relating to the associates is set out below:

Name of company	Principal activity	Balance date	Ownership interest		Carrying amount	
			December 2020 %	December 2019 %	December 2020 \$'000	December 2019 \$'000
Metro Trains Australia Pty Ltd	Operations and maintenance	30 June	20	20	28,343	19,864
Metro Trains Sydney Pty Ltd	Operations and maintenance	30 June	20	20	(1,314)	16
					27,029	19,880

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
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Results of associates

Share of associates' profit before tax	10,213	20,322
Share of associates' income tax expense	(3,064)	(6,097)
Share of associates' profit after tax	7,149	14,225

Share of retained profits attributable to associates

Share of associates' retained profits at beginning of reporting period	11,880	10,714
Share of associates' profit after tax	7,149	14,225
Dividends paid during the period	-	(13,059)
Share of associates' retained profits at reporting date	19,029	11,880

	December 2020 \$'000	December 2019 \$'000
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Movements in carrying amount of investments

Carrying amount at beginning of reporting period	19,880	18,714
Share of associates' profit after tax	7,149	14,225
Dividends paid during the period	-	(13,059)
Carrying amount at reporting date	27,029	19,880

Note

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**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

32. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in joint ventures

Investments in joint ventures are accounted for in the consolidated financial statements using the equity method (see note 1(b)). Information relating to the joint ventures is set out below:

Name of company	Principal activity	Balance date	Ownership interest		Carrying amount	
			December 2020 %	December 2019 %	December 2020 \$'000	December 2019 \$'000
Canberra Metro Operations Pty Ltd	Operations and maintenance	30 June	50	50	(936)	(1,445)
Adelaide Metro Operations Pty Ltd	Operations and maintenance	30 June	50	-	335	-
					(601)	(1,445)

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Results of joint ventures		
Share of joint ventures' profit (loss) before tax	1,205	(3,001)
Share of joint ventures' income tax (expense) benefit	(361)	900
Share of joint ventures' profit (loss) after tax	844	(2,101)

	December 2020 \$'000	December 2019 \$'000
Share of (accumulated losses) retained earnings attributable to joint ventures		
Share of joint ventures' (accumulated losses) retained profits at beginning of reporting period	(1,445)	656
Share of joint ventures' profit (loss) after tax	844	(2,101)
Share of joint ventures' (accumulated losses) at reporting date	(601)	(1,445)

	December 2020 \$'000	December 2019 \$'000
Movements in carrying amount of investments		
Carrying amount at beginning of reporting period	(1,445)	656
Share of joint ventures' profit (loss) after tax	844	(2,101)
Carrying amount at reporting date	(601)	(1,445)

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

33. DEED OF CROSS GUARANTEE

John Holland Pty Ltd and a number of its wholly-owned controlled entities are parties to a deed of cross guarantee under which each entity guarantees the debts of others. The following entities are parties to the deed as at 31 December 2020:

Name of entity	Place of incorporation	Notes
Parent entity		
John Holland Group Pty Ltd	Victoria	3
Wholly-owned entities of John Holland Group Pty Ltd		
John Holland Pty Ltd	Victoria	1, 3
John Holland Rail Pty Ltd	WA	1, 2, 3
John Holland (NZ) Limited	New Zealand	3
Wholly-owned entities of John Holland Pty Ltd		
John Holland Queensland Pty Ltd	Victoria	1, 2, 3

Notes

1. These entities are eligible for relief from the requirement to prepare a financial report and Directors' report under the ASIC Corporations (Wholly-owned companies) Instrument 2016/785 issued by the Australian Securities and Investments Commission.
2. The entity has taken advantage of the relief outlined above.
3. These entities form part of the 'Closed Group' as defined by the Class Order, as at 31 December 2020.

(a) Consolidated statement of profit or loss and a summary of movements in consolidated accumulated losses

Members of the 'Closed Group' for the purposes of the Class Order are identified above. There are no other parties that John Holland Group Pty Ltd controls. Therefore, these entities also represent the 'Extended Closed Group'.

Set out below is a consolidated statement of profit or loss and a summary of movements in consolidated retained profits for the year ended 31 December 2020 of the Closed Group.

	Year ended December 2020 \$'000	Year ended December 2019 \$'000
Statement of profit or loss		
Revenue	4,872,549	4,163,398
Expenses	(5,141,622)	(4,285,125)
Other income	(2,341)	3,953
Interest income	5,984	12,424
Interest expense	(14,596)	(13,719)
Net foreign exchange losses	(604)	-
Loss before income tax benefit	(280,630)	(119,069)
Income tax benefit	82,407	23,563
Loss for the year	(198,223)	(95,506)
Summary of movements in consolidated accumulated losses		
Accumulated losses at prior year reporting date	(275,034)	(137,085)
Impact of the adoption of new accounting standard AASB 16	-	(7,443)
Accumulated losses at the beginning of reporting period	(275,034)	(144,528)
Loss for the period	(198,223)	(95,506)
Dividends paid	-	(35,000)
Accumulated losses at reporting date	(473,257)	(275,034)

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

33. DEED OF CROSS GUARANTEE (CONTINUED)

(b) Consolidated statement of financial position

Set out below is a consolidated statement financial position as at 31 December 2020 of the Closed Group.

	December 2020 \$'000	December 2019 \$'000
Assets		
Cash and cash equivalents	1,149,513	744,320
Account receivables	185,134	127,861
Other receivables	782,655	907,099
Contract assets	167,294	207,248
Inventories	16,737	28,341
Prepayments	16,620	40,037
Derivative financial instruments	4,927	1,797
Investments	242	242
Other non-current financial assets	6	6
Property, plant and equipment	174,027	284,000
Property, plant and equipment – construction in progress	13,065	17,574
Right-of-use-assets	107,283	58,215
Deferred tax assets	184,828	139,660
Goodwill	34,878	34,878
Other intangible assets	15,500	11,189
Total assets	2,852,709	2,602,467
Liabilities		
Interest bearing liabilities	1,832	51,951
Lease liabilities	114,011	65,929
Account payables	1,071,572	1,062,363
Contract liabilities	914,155	713,536
Payroll payables	134,036	113,252
Derivative financial instruments	2,186	971
Tax payables	51,523	29,220
Provisions	345,220	150,358
Total liabilities	2,634,535	2,187,580
Net assets	218,174	414,887
Equity		
Issued capital	690,000	690,000
Reserves	1,431	(79)
Accumulated losses	(473,257)	(275,034)
Total equity	218,174	414,887

**Notes to the Consolidated Financial Statements (continued)
for the year ended 31 December 2020**

34. PARENT ENTITY FINANCIAL INFORMATION

(a) Summary financial information

The individual financial statements for the parent entity show the following aggregate amounts:

	Parent entity	
	December 2020	December 2019
	\$'000	\$'000
Statement of financial position		
Assets		
Current assets	1,964,644	2,063,004
Non-current assets	405,159	325,757
Total assets	2,369,803	2,388,761
Liabilities		
Current liabilities	1,883,788	1,642,260
Non-current liabilities	125,582	170,120
Total liabilities	2,009,370	1,812,380
Net assets	360,433	576,381
Equity		
Issued capital	690,000	690,000
Reserves	208	(39)
Accumulated losses	(329,775)	(113,580)
Total equity	360,433	576,381
Loss for the year	(216,195)	(136,844)
Total comprehensive loss for the year	(216,195)	(136,844)

(b) Contingent liabilities

John Holland Group Pty Ltd has provided performance based guarantees to its wholly-owned controlled entities. Refer to note 30 for further details.

35. EVENTS SUBSEQUENT TO BALANCE DATE

There have been no transactions or events subsequent to balance date of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity, in the future financial years.

> Directors' Declaration

for the year ended 31 December 2020

In the Directors' opinion:

- (a) the financial statements and notes as set out on pages 6 to 38 are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Australian Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and
 - (ii) giving a true and fair view of the consolidated entity's financial position as at 31 December 2020 and of its performance for the year ended on that date;
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and
- (c) at the date of this declaration, there are reasonable grounds to believe that the members of the Extended Closed Group identified in note 33 will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 33.

This declaration is made in accordance with a resolution of the Directors pursuant to section 295(5) of the *Corporations Act 2001*.



J.D. Barr
Chairman



D.A. Ray
Director

Melbourne, 11 March 2021

> Independent Auditor's Report



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Independent auditor's report to the members of John Holland Pty Ltd

Opinion

We have audited the financial report of John Holland Pty Ltd (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 31 December 2020, the consolidated statement of profit or loss, the consolidated statement of other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the directors' declaration.

In our opinion, the accompanying financial report is in accordance with the *Corporations Act 2001*, including:

- a. giving a true and fair view of the consolidated financial position of the Group as at 31 December 2020 and of its consolidated financial performance for the year ended on that date; and
- b. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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

The directors are responsible for the other information. The other information is the Directors' Report accompanying the financial report.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report 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.

Independent Auditor's Report (continued)



Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's and Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 the Australian Auditing Standards 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 this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, 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 or the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' 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 or 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 report 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 or the Group to cease to continue as a going concern.

Independent Auditor's Report (continued)



- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

ERNST & YOUNG

Ernst & Young

A handwritten signature in black ink, appearing to read 'C. Reid', written over a light blue horizontal line.

Christopher Reid
Partner
Melbourne
11 March 2021



**JOHN
HOLLAND**