

# GET CLOSER

NATIONAL HERITAGE BOARD

ANNUAL REPORT  
2015 / 2016



NATIONAL HERITAGE BOARD

# ANNUAL REPORT

## 2015/2016

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NATIONAL HERITAGE BOARD  
**ANNUAL REPORT**  
2015/2016

**Vision**

**Pride in Our Past, Legacy for Our Future**

Singaporeans who know and understand our history, and cherish the importance of leaving legacies toward a shared future.

**Mission**

**To Preserve and Celebrate Our Shared Heritage**

NHB undertakes the roles of safeguarding and promoting the heritage of our diverse communities, for the purpose of education, nation-building and cultural understanding.





MR ONG YEW HUAT  
CHAIRMAN,  
NATIONAL HERITAGE BOARD

# chairman's foreword



2015 marked Singapore's 50th anniversary as a sovereign nation. We celebrated how far we had come, reflected on the values that got us here, and resolved to hold fast to them as we face the challenges of the next 50 years. There was a renewed sense of our identity, of who we are, where we came from and what we stand for. And a central theme in all those conversations was our shared heritage.

***"Our built heritage is important because they are tangible reminders and connections to our shared past. But equally important is our intangible heritage – the people and stories that fill them."***

In July 2015, we gained our very first UNESCO World Heritage Site in the Singapore Botanic Gardens. Our bid for a UNESCO World Heritage Site was the result of three years of hard work led by NHB and the National Parks Board, as well as other government agencies such as the Ministry of Foreign Affairs. The Gardens is very dear in the hearts of Singaporeans – generations have enjoyed picnics on its lawns, feeding the swans and fish in the ponds, exercising or doing *tai chi*. It is truly a park for everyone.

Over the years, we have gazetted 72 National Monuments – buildings and sites of national, socio-cultural, and architectural heritage significance. They are testament of our living heritage as they continue to serve the community. Our built heritage is important because they are tangible reminders and connections to our shared past. But equally important is our intangible heritage – the people and stories that fill them.

Each of our 72 National Monuments, over 7000 conserved buildings, 88 heritage trails, and over 100 historic sites island-wide possesses a wealth of information – facts and figures, stories, traditions and practices which make up our truly unique Singapore Story. These constitute our intangible cultural heritage, which forms our nation's heart and soul, and defines us as a people. NHB strives to capture and document all these in the course of our work. It is an ongoing task to which we will continually add on to, as we build a repository of heritage resources.

***"Technology has allowed us to draw museum visitors in more deeply and intimately, changing the heritage experience for many."***

With so much heritage knowledge and information to share, improving access to them is key. So, these days, you do not even have to leave your home to access this trove of information. With the click of a mouse, or a tap on your mobile device, you open the doors to our growing repository. In February 2016, NHB launched *Roots.sg*, our one-stop heritage resource portal that gathers all our resources in one site. This interactive, engaging channel presents heritage content through artefacts and artworks in the National Collection, heritage trails and sites, National Monuments, publications, and other multimedia such as videos.

Technology has allowed us to draw museum visitors in more deeply and intimately, changing the heritage experience for many. Our national museums' galleries

offer interactive and immersive exhibits, and with this, comes new mobile applications which visitors can use to enhance appreciation, and understanding, of our artefacts and exhibitions. Our museum displays are no longer static with these advances in technology, and encourage more to get closer, whether on screen or in person, with our museums and heritage.

***"Preserving a shared past that we can all be proud of, so as to leave a worthy inheritance for future generations."***

From a 152-year-old historic Gardens, to our heartland estates such as Bedok and Toa Payoh; our favourite Singapore dishes and delicacies, to childhood stories and tales passed on from one generation to the next – Singapore holds many treasures of tangible and intangible heritage. NHB and our supporters continue to work hard to document these and share them with Singaporeans and visitors.

I would like to extend our gratitude to the various boards and partners of the NHB family. For outgoing board members, we would like to say thank you for your invaluable contributions. I would also like to thank the staff of NHB who have worked especially hard in our Jubilee year.

Let us continue to work towards fulfilling our mission of preserving a shared past that we can all be proud of, so as to leave a worthy inheritance for future generations.

**MRS ROSA DANIEL**  
CHIEF EXECUTIVE OFFICER,  
NATIONAL HERITAGE BOARD

# chief executive's message



2015 was an exciting year for Singapore as we commemorated our Golden Jubilee, and celebrated what makes us uniquely Singaporean. It was a good opportunity for us to refresh our memories of our country's rich history. In looking back and tracing Singapore's achievements and progress through the years, we acknowledge and appreciate our shared heritage even more.

It is our mission at NHB to safeguard and promote our shared heritage – to contribute towards nation-building, and to enhance cultural understanding. This, we have done for many years, through our museums and outreach platforms, such as festivals, heritage trails, travelling exhibitions and more. In the true spirit of SG50, we had strong grounds-up support with individuals and organisations coming forward to initiate heritage-related projects, and to partner us in offering programmes.

***"We do all of this to ensure Singapore is not just a place to 'be', but a place to 'belong'."***

For instance, our annual *Singapore HeritageFest* saw unprecedented community participation once again, with over 150 programmes organised by close to 80 partners. Some programmes were run entirely by community partners, such as the *Geylang Serai Foot and Food Heritage Trail*, which was birthed from the enthusiasm of the Geylang Serai community. Similarly, the *Armenian Street Party* was a new initiative

that was only possible because of the active participation of stakeholders in the area.

Such place-making efforts are crucial to understanding and appreciating the places we live, work or play in, and, in turn sharing what we have done with pride. This is true heritage ownership and championship at work. We do all of this to ensure Singapore is not just a place to "be", but a place to "belong".

***"The arts and heritage should not be the domain of the privileged, and we work to ensure everyone has the same access."***

NHB is fortunate to have the strong support of our patrons and donors who generously give to heritage, and champion cultural philanthropy as a worthy cause. This was evident in our Jubilee year, which saw S\$16 million worth of donations and loans that have helped realise key SG50 projects for the museum and heritage sector. These include revamps of the National Museum of Singapore and Asian Civilisations Museum, as well as the opening of the Indian Heritage Centre.

Giving also extended beyond the "hardware" to the "heartware", with the launch of *HeritageCares*, which saw corporate bigwigs such as Patek Philippe and Cortina Watch Pte Ltd giving to the very meaningful initiative that funds museum and heritage-related programmes for the less fortunate. The arts and heritage should not be the domain of the privileged, and we work to ensure everyone has the same access.

***"Researching Singapore's heritage is not just about studying the past; it helps shape our aspirations and future, and our understanding of it."***

From curating the artefacts in our museums, to sharing the stories of communities in Singapore, a large part of our work is rooted in heritage research and documentation. Researching Singapore's heritage is not just about studying the past; it helps shape our aspirations and future, and our understanding of it. Projects in FY2015, such as the *Pulau Ubin Cultural Mapping Project*, the launch of the *Tangible Heritage Survey*, and the continued refinement of conservation methodology and techniques – all of these contribute to our existing inventory of heritage knowledge and resources, keeping us in good stead for the path ahead.

The next question on our radar is – what comes after SG50, what is our SGFuture? What is the face of heritage in the next 50 years to come, and how can we improve? It is timely for NHB to review our journey thus far, and think about how we may best move forward to ensure that heritage remains close and relevant to our daily lives. To achieve this, we must maintain close ties with our partners, and keep our ears to the ground. We look forward to working hand-in-hand with the community to protect our shared heritage for posterity.



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We sincerely thank Ms Chang Hwee Nee, Ms Ho Peng, and Mrs Lee Suet Fern for their valuable contributions.

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We sincerely thank Mrs Lee  
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Dr Mary Ann Tsao, Mrs Michelle  
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Duara for their valuable  
contributions.

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We sincerely thank Mr Baey  
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We sincerely thank Mr Siew Man  
Kok, Mr Tan Puay Hiang and  
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(As of 31 March 2016)

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01/04

# *Museums: People, Spaces, Change*



Museums and the treasures they house are meant for the people.

They help us remember and reflect, learn and aspire. They organise our past, so we can better understand our future. It is thus important that museums never stop growing and changing, to better themselves for their visitors. Without the people, they are mere empty shells.

This was especially true for the National Heritage Board's (NHB) national museums and institutions in FY2015. The National Museum of Singapore and Asian Civilisations Museum both re-opened after year-long revamps, and a refresh of their galleries. The Indian Heritage Centre joined the Sun Yat Sen Nanyang Memorial Hall and Malay Heritage Centre as the newest member of the NHB family. These changes help make access to our museums and National Collection as effortless and enjoyable as possible.

ASIAN CIVILISATIONS MUSEUM

Opening of New Spaces

The Asian Civilisations Museum (ACM) unveiled the first phase of its major renovations and renewal on 14 November 2015, with new spaces and a fresh look in its permanent galleries. Grace Fu, Minister for Culture, Community and Youth, graced the re-opening. The museum now boasts two new wings, a riverfront entrance, refreshed public spaces and new dining options. These afford greater accessibility to the museum from the Singapore River, and provide more offerings for visitors to enjoy.

As part of the revamp, artefacts in the permanent galleries were rearranged into

two broad themes: *Trade and the Exchange of Ideas* and *Faith and Belief: The Religions of Asia*. The former displays art made for export, while the latter showcases art from different religions across Asia. Along with the display of cross-cultural artworks, this new layout better reflects the interconnectedness of cultures.

ACM also opened its first contemporary art space where visitors can view works created in response to the museum's historical collection. The first on display is *Grains of Thought* by Singapore artist Eng Tow. This space is housed in the Kwek Hong Png Wing – the brand-new modern annex to the museum. The other new wing, the Riverfront Wing, looks towards the Singapore River and is home to the Khoo Teck Puat Gallery.

The gallery features the Tang Shipwreck collection, which adds to the narrative of the exchange of goods, ideas and cultures in the region around Singapore.

In conjunction with ACM's re-opening, the museum held its first 24-hour programme, featuring a sleepover party for families, a dance floor, and an outdoor picnic space to relax and barbeque, with various galleries transformed into spaces that were both relatable and exciting.



Guest of Honour, Minister for Culture, Community and Youth Grace Fu, tours the new spaces of the Asian Civilisations Museum

ASIAN CIVILISATIONS MUSEUM

Treasures from Asia’s Oldest Museum:  
Buddhist Art from the Indian Museum,  
Kolkata

16 June – 16 August 2015

This exhibition presented the development of Buddhist art in India from 2nd century BC to 12th century AD, through masterpieces from the collection of Kolkata’s Indian Museum, the oldest museum in Asia. The exhibition’s rare treasures illustrated stories of the Buddha’s previous lives (*jataka* stories) and scenes from the life of Siddhartha Gautama, the historical Buddha. It also featured sculptures showing the expanding Buddhist pantheon of bodhisattvas and deities, and a small section of 12th to 14th century manuscript paintings, which give insight into the painting traditions of India.

As one of the oldest museums in the world, the Indian Museum greatly influenced the foundation of other institutions in the region. Singapore’s strong historic ties to Kolkata made this showing possible, especially during 2015, a year that marked the 50th anniversary of diplomatic relations between India and Singapore, as well as Singapore’s 50th year of independence.



ASIAN CIVILISATIONS MUSEUM

Unearthed: Singapore at 25

3 August – 27 September 2015

As part of Singapore’s Golden Jubilee, ACM exhibited 50 significant objects unearthed from a time capsule buried beneath its premises back in 1990, on the occasion of the nation’s 25th year of independence. The exhibition covered several themes, including the economy, politics, infrastructure and society. It featured familiar pictures from yesteryear, such as the first NTUC Fairprice shop, old Motorola mobile phones, military medals, and the 1978 Goh Keng Swee report on education, providing visitors the opportunity to stop and reflect on the tremendous progress and development Singapore has made in just 50 years of independence.



NATIONAL MUSEUM OF SINGAPORE

Re-opening of Permanent Galleries

The National Museum of Singapore's permanent galleries were officially re-opened by Emeritus Senior Minister Mr Goh Chok Tong on 19 September 2015. Mr Goh also officiated at the museum's grand opening back in 1990. Refreshed with immersive and interactive accounts of Singapore's post-independence history, the permanent galleries – the Singapore History Gallery, the *Life in Singapore: The Past 100 Years* galleries, and the Goh Seng Choo Gallery – capture the nation's defining moments, challenges and achievements from our earliest beginnings

700 years ago, to the modern, independent city-state we are today.

The Singapore History Gallery's updated narrative charts the development of the island as it was known through the years: Singapura, Crown Colony, *Syonan-To*, and finally, Singapore. In celebration of 50 years of independence, this gallery chronicles our journey of nationhood from post-war struggles to the global city we now live in.

Spanning the last 100 years, the four *Life in Singapore* galleries present snapshots of everyday life through the different eras in Singapore's history. The galleries cover significant periods of our history, including

the Japanese Occupation, growing up in the 50s and 60s, and the self-expression and creativity of the 70s and 80s.

Selected drawings of local flora and fauna from the William Farquhar Collection of Natural History Drawings are displayed in the Goh Seng Choo Gallery, in a new exhibition entitled *Desire and Danger*. The exhibition features creatures that arouse appetites and instil fear, and exotic plants sought for their ability to induce pleasure or pain. The selection of drawings explores the complex and sometimes uneasy relationship between man and nature.



NATIONAL MUSEUM OF SINGAPORE

We Built a Nation

22 September 2015 –

The exhibition is an exploration of the first 10 pivotal years of independence (1965 to 1975) that shaped Singapore’s history, and the important roles played by our founding fathers in developing Singapore’s economy, foreign policy, security and defence, education, and infrastructure.

Through a selection of more than 100 artefacts – many never seen before – and archival images and documents, this exhibition explores the leadership of Singapore’s first Prime Minister Lee Kuan Yew and his team who laid the foundations for modern Singapore. Highlights include artefacts from a major donation from the Estate of Lee Kuan Yew, recently declassified material from Dr Goh Keng Swee on loan from the National Archives of Singapore, as well as donations and loans from the families of many of the founding leaders.





NATIONAL MUSEUM OF SINGAPORE

Treasures of the World  
from the British Museum

5 December 2015 – 3 July 2016

Featuring stunning artefacts from the renowned British Museum in London, this special exhibition took visitors on an exploration of over two million years of world culture and history. Highlights included the “unlucky mummy” falsely rumoured to have sunk the Titanic, gold jewellery from ancient Mesopotamian graves, a magical transformation mask from the Pacific Northwest Coast of North America, and relics from Africa, Oceania, the Middle East, Europe, Asia and the Americas. Closer to home, the exhibition also displayed items from the personal collection of Sir Stamford Raffles, such as a Javanese mask, and a *keris* and scabbard dating back to the early 19th century.



PERANAKAN MUSEUM

Great Peranakans:  
Fifty Remarkable Lives

23 May 2015 – 3 April 2016

This exhibition celebrated the achievements of 50 men and women, who played a role in shaping Singaporean life and culture over the past two centuries. These pioneers made important contributions in art, education, popular culture, business, governance and public service. Through more than 150 objects, both public and intimate, memories and moments from their lives were remembered.

Their values and ideas reflected the changing needs of Singapore, and how new directions were chartered for local society. Through the cross-cultural objects displayed, the exhibition also suggested how the hybrid Peranakan culture continues to have much resonance for contemporary Singaporean identity.



SINGAPORE PHILATELIC MUSEUM

The Singapore Journey:  
50 Years Through Stamps

21 July 2015 – 16 October 2016

In celebration of Singapore’s Golden Jubilee, this exhibition traced the birth and growth of Singapore as an independent nation through philately. Displaying over 240

philatelic items, it was the largest showcase of Singapore stamps and other philatelic artefacts put together by the Singapore Philatelic Museum (SPM). Visitors were able, for the first time, to view the original artworks behind 66 of the stamps that have been issued by Singapore.

In addition, this exhibition saw a collaboration with Singapore Post Limited on a special

“50 Stamps for 50 Years” Commemorative MyStamp Sheet that featured stamp images from the exhibition. Selected stamp images from the exhibition were also reproduced as murals at flats in Boon Lay, the result of a partnership between SPM and the South West Community Development Council, as part of the “Let’s Paint Singapore” project.





SINGAPORE PHILATELIC MUSEUM

**With Love from Snoopy,  
Charlie Brown & the Peanuts Gang**  
2 December 2015 – 30 April 2016

Held in conjunction with the *Snoopy and Charlie Brown: The Peanuts* movie, this exhibition showcased rare stamp artworks, stamps, and first day covers dating from 2000 to 2015, as well as comics and collectibles. The exhibition introduced characters from the Peanuts gang, along with their creator, the late Charles M. Schulz.

The exhibition also highlighted the relationships between the Peanuts characters and their friends and family members through the letters they wrote. Peanuts-themed activities were organised to accompany the exhibition, including the *Snoopy and Charlie Brown 3D Model Making* workshop, and the *Send Us A Peanuts Postcard* programme.



SINGAPORE PHILATELIC MUSEUM

**More Than Monkeys**  
29 January – 25 September 2016

*More than Monkeys* welcomed the new lunar year of the monkey. Through the self-exploration of stamps, philatelic materials and interactive exhibits, visitors to the exhibition were able to discover more about the fascinating world of monkeys.

Topics touched on included monkeys and their role in popular culture as well as the fine arts, endangered primates in fables and folklore, and also pertinent world issues such as deforestation, poaching and conservation. Over 300 stamps, mostly from Asia, Africa, and Central and South America dating from 1947, narrated this storyline.



SUN YAT SEN NANYANG MEMORIAL HALL

Dr Sun Yat Sen and His Family  
20 June – 18 October 2015

This exhibition provided insights into Dr Sun Yat Sen’s family with a special focus on the unstinting support that Dr Sun received from them, which was crucial to both his own personal achievements and the success of the 1911 Revolution. The exhibition displayed over 170 artefacts, from photographs and documents to the personal belongings of Dr Sun and his family members, which reflected their strong family ties and deep affection for one another.

Wan Qing CultureFest  
21 November – 5 December 2015

Centred around the theme of *Home*, the fifth edition of *Wan Qing CultureFest* celebrated the vibrancy of Singapore’s culture through an exciting line-up of performances by Singapore artistes, public lectures, craft demonstrations, movie screenings and more. Highlights of the programme included performances by local *getai* veteran Liu Ling Ling, and homegrown artist Alex Tan.





MALAY HERITAGE CENTRE

MARANTAU: Migration & Integration of the Minangkabau Community in Singapore

17 May – 13 September 2015

The *Marantau* exhibition was a part of the *Se-Nusantara (Of the Same Archipelago)* series, which showcases the ethnic and cultural diversity of the Malays in Singapore. Organised in partnership with the Singapore Minangkabau Association, it highlighted the history and development of the local Minangkabau community, originally from Sumatra. This community co-curated exhibition featured artefacts ranging from rich gold-woven *songket* textiles to traditional musical instruments,

accompanied by a host of exciting cultural programmes such as music and dance performances, and public lectures.

Malay CultureFest  
7 – 27 November 2015

The *Malay CultureFest*, aligned to the theme of *Bangsa (Nation)*, was held over three weeks and showcased the diasporic communities from throughout *Nusantara* (the Malay Archipelago), who have built their lives in Singapore, and contributed to nation-building.

Festival highlights included performances by up-and-coming artists, who were part of the Malay Heritage Centre’s (MHC) *Arts Incubation Programme*. Kaizen M.D

presented a multi-sensory collaboration with performers from Aceh, while NADI Singapura concluded the three weeks of celebration with *9 Kotak, 9 Rentak*. The performance saw nine different drumming styles from the *Nusantara* come together and engage each other in a “dialogue” of beats. The festival continued to collaborate with regional partners through programmes such as *Lintas Nusantara*, a cultural collaboration between Indonesia and Singapore dancers via masterclasses and performances.



INDIAN HERITAGE CENTRE

The Indian Heritage Centre (IHC) was launched by Prime Minister Lee Hsien Loong on 7 May 2015. The third heritage institution managed by NHB is the result of a close partnership between the Government and the community to promote greater understanding and appreciation of Singapore’s Indian heritage and culture, and epitomises the Indian community’s vital role in multi-cultural Singapore. Housed in a four-

storey architectural gem in Little India, it is the first museum in Southeast Asia to focus on the diverse heritage of Singapore’s Indian community.

IHC’s thematic galleries showcase the stories of the various groups within Singapore’s Indian community, and their rich links with the global Indian diaspora. The galleries are chronologically arranged, and span the 1st century CE to the 21st century. The artefacts, comprising donations and loans from the

community, as well as from the National Collection, reflect the historical links between the Indian sub-continent and Southeast Asia, as well as the experiences of South Asians in Southeast Asia, with a focus on Singapore. IHC also introduces its visitors to the pioneers in Singapore’s Indian community, and their contributions to the nation.

Indian Heritage Centre CultureFest  
8 – 31 May 2015

The inaugural *Indian Heritage Centre CultureFest*, themed *Kaleidoscope*, was a three-week long celebration of the richness and diversity of Indian arts, culture and heritage. It featured performances, street fairs, workshops, lectures and film screenings at IHC and around Little India. The highlights of the festival included a concert led by renowned international artist Shankar Mahadevan accompanied by singers and musicians from various regions of India, a giant *rangoli* community project along Campbell Lane, a dance and musical showcase by reputed dance and music schools, a contemporary rock fusion concert, and theatrical performances of original screenplays by local Indian theatre groups.



Prime Minister Lee Hsien Loong explores the Indian Heritage Centre’s (IHC) multimedia exhibit with then Minister in the Prime Minister’s Office S Iswaran (also then Chairman of IHC’s Steering Committee) and then Minister for Culture, Community and Youth Lawrence Wong

HERITAGE INSTITUTIONS  
AND THEIR NEIGHBOURHOODS

In 2015, the Sun Yat Sen Nanyang Memorial Hall (SYSNMH) and MHC staged two exhibitions which explored the backgrounds of the neighbourhoods in which the heritage institutions reside – Balestier and Kampong Gelam.

**Balestier: A Hundred Years**  
21 November 2015 – 24 April 2016

SYSNMH's *Balestier: A Hundred Years* special exhibition celebrated the rich heritage and multi-culturalism of Singapore. The exhibition narrated the century-long history of the Balestier precinct, featured the development and characteristics of the settlements in the area, and highlighted how the different communities lived and interacted.

Star artefacts of the exhibition included brassware such as a betel chewing set, and an incense burner loaned by the family of Sharifah Alawiya Abu Bakar Aljunied, a member of the Aljunied family who used to live in the area. The Aljunieds owned a bungalow at 105 Balestier Road (presently 6 Ah Hood Road) in 1905, and had businesses in Kampong Gelam. Their children would commute between Balestier and Kampong Gelam where they attended school. Stories such as this attest to the multi-culturalism of Balestier, even back then.

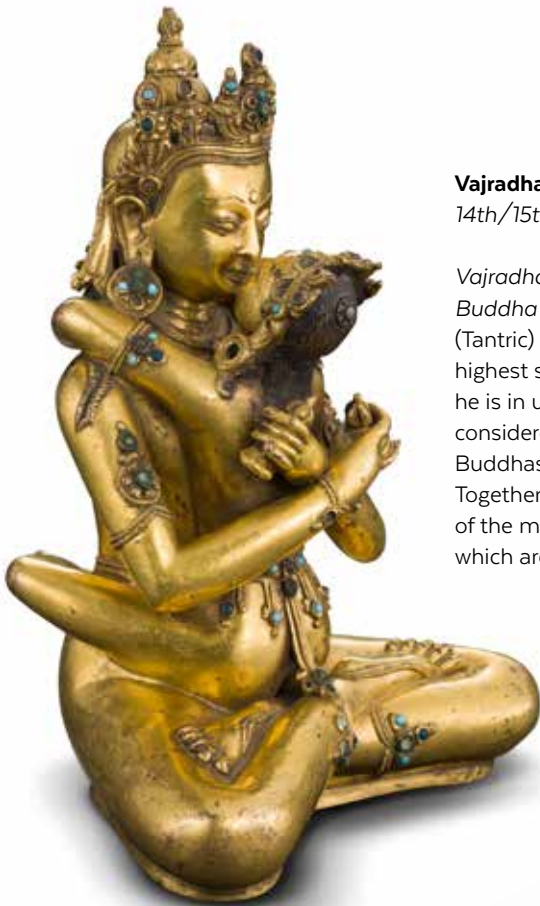
**Kampong Gelam:  
Beyond the Port Town**  
8 November 2015 – 3 April 2016

MHC's special exhibition was launched alongside its annual *Malay CultureFest*, and centred on the theme of *Bangsa* (Nation). It told the story of Kampong Gelam – a historic and regionally recognised precinct that defined and transformed the lives of Singaporeans across generations, through an exploration of its diverse ethnic and commercial make-up over the course of five decades. The exhibition featured an array of multimedia exhibits and artefacts, which revealed the stories of residents, shopkeepers and visitors to the area, and what Kampong Gelam means to them.





# GIFTS AND ACQUISITIONS



**Vajradhara and Prajnaparamita**  
14th/15th century, 22.8 cm (height)

Vajradhara is a form of the historical Buddha Shakymuni in Vajrayana (Tantric) Buddhism. He represents the highest state of Enlightenment. Here he is in union with Prajnaparamita, considered to be the mother of all Buddhas. She also represents wisdom. Together they are the perfect union of the male and the female principles which are wisdom and compassion.

**Cabinet**  
17th century, 67 x 49 x 30 cm

This luxuriously decorated cabinet was produced in India, probably for a client in Portugal. The form is Western, but the designs – inlays of exotic woods, metal and ivory – relate to the Mughal arts of India. Europeans commissioned Western-styled furniture from local carpenters skilled in the production of exotic goods specifically for Western markets. Cabinets of this unusual shape are called *contador de capela*, Portuguese for “chapel cabinet”.



**Mridangam or Drum from the Collection of MV Gurusamy**  
1940s/1950s  
Bought in India, used in Malaya and Singapore  
Gift of Ms Shashikala Samugan Nathan and Mrs Chandrakala Kunaseelan

MV Gurusamy (b. 1920 in Seremban) was an accomplished percussionist, *mridangam* artiste and renowned percussion teacher in Singapore. He was the recipient of several titles including the *Kala Ratna* award given by the Singapore Indian Fine Arts Society in 1986.



**Mosque Lamp**  
18th century, Qianlong period,  
30 x 31.5 cm

This porcelain lamp was meant to be suspended from the ceiling. Only a few mosque lamps were made in Chinese porcelain, despite the fact that blue and white Chinese porcelain was extremely popular in the Islamic world. Similar porcelain lamps were installed in the Church of Nativity in Bethlehem, which shows that such lamps were used in mosques and churches in the Middle East.



**Buddha Seated in dharmachakramudra**  
3rd/4th century, 82 cm (height)

This sculpture shows the influence of sculpture in the Mediterranean world: the art of ancient Greece and Rome. The Buddha is shown teaching, as denoted by the mudra. The elaborate hand gesture signifies the turning of the wheel of Buddhist law. He sits in a yogic pose, his eyes downcast in contemplation. Two small donor figures stand in adoration. The halo behind his head denotes the Buddha's spirituality.



**Han Suyin's Batik Cheongsam**  
c. 1950s  
Gift of Chew Hui Im

This batik cheongsam was worn by Han Suyin in the 1950s to 1960s when she worked in Singapore. Han was a well-known China-born writer and physician who moved to Malaya upon her marriage to Leon F. Comber, a British officer in the Malayan Special Branch. In 1955, she contributed her efforts to the establishment of the Nanyang University in Singapore, serving as physician to the institution.





**Carte-de-visite Portraits and Views of Singapore by G.R. Lambert & Co.**  
*c. 1867*  
*Albumen prints on paper*

Gustave Richard Lambert was one of the most important photographers of 19th century Singapore. While his photographs of Singapore from the 1880s are well documented, little is known of his early work, when he first set up his studio, G.R. Lambert & Co., at High Street in 1867. These handy carte-de-visite sized photographs by Lambert & Co., taken around that time, offer glimpses into life in late 1860s Singapore.



**A Map of the East Indies by Herman Moll**  
*Early 18th century*  
*Hand-coloured engraving on paper*

This map by Herman Moll, a Dutch geographer based in London, is dedicated to the Directors of the East India Company. It is the first large scale map of the East Indies published in England. With detailed captions explaining the territories belonging to England, Spain, France, Holland, Denmark and Portugal, it illustrates the extent of European influence on the region.



**Workers at End of Day**  
*May Oon*  
*2015, Charcoal on Cartridge Paper, Singapore*  
*Gift of Ms May Oon*

*Workers at End of Day* is from the collection of artist May Oon, first displayed at Over/Time which included a collection of primarily charcoal and oil works depicting the hardships of Chinese and Indian coolies in Singapore in the 1800s. Ms Oon hoped that these paintings would serve as a reminder of Singaporeans' migrant roots.



**Spinning Wheel**  
c. 1900, 73 x 43 cm

This spinning wheel once belonged to a weaver named Tamu Rambu Yuliana from Rindi, in eastern Sumba. It was used by women to spin cotton thread used to weave *hinggi* (a large mantle worn by men) and *lau* (a tube skirt worn by women) prior to their marriage. These would be given by her family to the prospective groom's family during the marriage negotiations.



**Large Parcel-Gilt and Pierced Silver Bezoar Stone Box**  
Late 17th century, Parcel-Gilt Silver  
Gujarat or Goa

Bezoar stones, found in the digestive systems of animals, were prized for their medicinal properties. In the 17th century, due to the scarcity of bezoars, Goa stones, artificial versions of bezoars, were produced by Jesuit priests settled in Goa, as a remedy for ailments or as an antidote. Until the 18th century, such stones were worth more than their weight in gold and often contained in cases exhibiting superior silver or gold craftsmanship. This is a rare example of a Goa stone box and is larger than most available examples.



**Peacock Belt**  
c. 1900, 34 x 4 cm  
Gift of Mr Edmond Chin

This elaborate belt from Singapore comprises 18 linked gold panels containing, in total, 75 carats of diamonds including a central diamond that weighs over five carats. The peacock, traditionally an Indian motif, is the main design in each panel of the belt. Enhancing the design are the exotic colours of the diamonds. Peranakans distinguish between brilliant diamonds like the ones in this belt, known as *berlian*, from lesser quality diamonds known as *intan*, which are still prized but not as highly.



**Wedding Pendant**  
20th century, Gold,  
Tamil Nadu, South India  
Gift of Vinod and Adele Nair

In southern Indian Hindu custom, the *thali* is the principal gold marriage ornament or auspicious amulet placed on the *mangal sutram* or wedding necklace. This is an impressive and intricate wedding ornament; a component of the Chettiar wedding necklace or *kazhuthuru*, representative of the material heritage of the Tamil Chettiar community. They were among the earliest Indians to settle in the Singapore-Malaya region.







02/04

# *Reach: Engaging Singaporeans, Growing Ownership*



NHB's day-to-day mission of promoting Singapore's heritage is peppered with several highlights in our calendar – the signature *Singapore HeritageFest*, *Children's Season*, *Singapore Night Festival*, along with our language campaigns and community events. More sombre ceremonies observing the *Battle of Singapore* and the end of World War II, remind us not to take the prosperity we now enjoy for granted.

These occasions all mark different aspects of our culture and heritage that we pay tribute to together, and emphasise the importance of community and relationships in our lives. NHB's work with our partners, stakeholders and the community is a further testament to the fact that we don't exist in isolation. Festivals, travelling exhibitions and heritage trails bring heritage out of the museums and closer to the community. Our *Heritage Grant Scheme* continues to support the involvement of the community in the creation of heritage content. New education programmes that engage our students from a young age ensure that no one is left out as we celebrate our heritage as a nation.

Just as history isn't created by any one person, our heritage is something that we create together, and something that we all own and are responsible for.

01

FESTIVALS

Singapore HeritageFest 2015  
17 April – 18 May 2015

Over 1.6 million visitors  
Over 150 programmes  
Close to 80 partners

In its 12th year, NHB’s signature heritage festival was the largest edition to date, with unprecedented community participation. It spanned five weekends, and introduced night programming for the first time in areas such as Tiong Bahru, Telok Ayer and Chinatown.

Visitors enjoyed a myriad of activities such as a water projection on the Singapore River, a light-up of the National Monuments along Telok Ayer Street, performances, exhibitions and guided trails.

A series of talks, part of the first-ever *World Heritage Symposium* in Singapore, and programmes by lesser known communities in Singapore such as the Arabs, Armenians, Japanese, French and Germans, were also introduced to the festival this year.

Singapore Night Festival 2015  
21 & 22 and 28 & 29 August 2015

8th edition  
Over 600,000 visitors

Visitors thronged the Bras Basah Bugis precinct over two weekends in August 2015 for the iconic night-time extravaganza of arts, culture and revelry that is the *Singapore Night Festival*. Themed *Glitz and Glamour*, the festival presented both international and local crowd-pleasers such as Singapore’s *Starlight Alchemy*, Theater Tol’s *Garden of Angels* from Belgium, and *The Anooki Celebrate Singapore* – a specially created façade projection by French graphic designers David Passegand and Moetu Batlle.

The festival also premiered the *House of Glamour* – a mix of stand-up comedy, improvisational acts, puppetry, and cabaret and music by homegrown talents, including Becca D’bus and Kumar. Other programme highlights included art installations at the National Design Centre, the popular *Night Lights* installations dotted around the precinct, including on the grounds of the Armenian Church, and the performances and activities on Armenian Street, which was closed to traffic.





**Children’s Season**  
30 May – 28 June 2015

The annual *Children’s Season* welcomed over 200,000 visitors of all ages at participating museums island-wide, including NHB museums and institutions, and members of the Museum Roundtable. The eighth *Children’s Season* saw a good range of over 50 family-friendly programmes for the school holidays.

*Masak Masak* at the National Museum of Singapore boasted bouncy playgrounds on its lawn, traditional woodblock printing, and interactive installations by local actress turned illustrator Jeanette Aw, and international artists Crystal Wagner and Mademoiselle Maurice. The Asian Civilisations Museum (ACM) brought back its specially curated exhibition for children titled *Once Upon a Time in Asia: The Animal Race*, and produced its first children’s book, *The Missing Mouse*, which brought to life artefacts in the museum’s collection.

Other participating museums such as the NUS Museum conducted heritage conservation workshops for children, while the Singapore Discovery Centre organised a special weekend in conjunction with International Friendship Day.

**River Nights**  
23 – 31 October 2015

Over 70,000 visitors got to enjoy and unwind at the second edition of *River Nights* at Empress Place and Boat Quay. The festival celebrated the Singapore River’s changing identity over the years, through light installations by local and international artists, a light and sound show on ACM’s façade inspired by the museum’s cross-cultural collection, and a host of live outdoor performances in front of the historic Victoria Theatre and Concert Hall, in partnership with the National Arts Council.

**Armenian Street Party**  
11 & 12 March 2016

Over two nights, the Peranakan Museum’s inaugural *Armenian Street Party* welcomed more than 10,000 visitors.

Enthusiastic visitors reclaimed Armenian Street for the Peranakan Museum’s inaugural *Armenian Street Party*, and exercised, dined, and danced under the stars. The alleyway between the Peranakan Museum and The Substation was converted into an urban garden for visitors to enjoy laidback evenings with friends and loved ones.







Guest of Honour, Deputy Prime Minister Teo Chee Hean, with recipients of the Anugerah Guru Arif Budiman (Malay Language Teachers' Award)

02

LANGUAGE CAMPAIGNS

Bulan Bahasa

Bulan Bahasa was launched at Gardens by the Bay by Prime Minister Lee Hsien Loong. At the launch weekend, Rakan Bahasa (Friends of the Language) held guided tours in Malay within the Flower Dome, presenting tales and legends of Singapore, told through the language of plants. Two months of exciting programmes and activities followed, showcasing the Malay language as Bahasa Ilmu (knowledge), Bahasa Budaya (culture) and Bahasa Mesra (relationships). In conjunction with SG50, the Malay Language Council, Singapore (MLCS) published Yang Terukir – Bahasa dan

Persuratan Melayu Sempena 50 tahun Kemerdekaan Singapura (Malay Language and Literature in conjunction with 50 years of Singapore's Independence), a book that captures the spirit and contribution of Malay writings in Singapore. This publication acts as a historical record of Singapore's Malay literary heritage, and documents the development of the Malay language in Singapore.

MASTERA

MLCS hosted its first Majlis Sastera Asia Tenggara (MASTERA – Southeast Asian Literary Council) regional conference, since becoming a member of the council in 2012. The conference discussed the developments

and progress of the literary landscape in the region, and was attended by delegates from Malaysia, Brunei, Indonesia and Thailand.

Anugerah Guru Arif Budiman

The Anugerah Guru Arif Budiman (Malay Language Teachers' Award) is organised by MLCS, the Malay Language Teachers Association, Berita Harian, and the Ministry of Education's Malay Language Learning and Promotion Committee. The 2015 awards ceremony saw 50 pioneer Malay teachers honoured and presented with tokens of appreciation to commemorate their contributions to the learning of the Malay language in schools.



Anugerah Persuratan

The biennial *Anugerah Persuratan 2016* (*Malay Literary Awards*) recognised 22 Malay writers for literary excellence in their works, presented in different genres such as novels, short stories and poetry. The *Tun Seri Lanang Award*, which is the highest award given to an established writer in the Malay literary scene for his or her contribution to the literary arts, was presented to Encik Johar Buang. Writers were also given opportunities to publish works in the Malay language, and promote Malay literature in the community.

Speak Mandarin Campaign

The *Speak Mandarin Campaign* continued to provide immersive opportunities for Singaporeans to experience the Chinese language. The annual *Parent-Child Talent Competition 2015* was held to encourage parents to be involved in their children's learning of Mandarin, to speak Mandarin at home, and to cultivate their children's bilingualism from a young age.

To further generate interest in the Chinese language amongst the young, Singaporean writers and storytellers, including Fanny Lai and Liang Huiyu,

engaged children aged four to 12 years old through a series of interactive storytelling sessions.

Speak Good English Movement

Following the premier of the light-hearted, six-part YouTube series *Queen of Grammar* featuring Kumar, the *Speak Good English Movement* continued to promote grammar rules and the good use of Standard English.

For a more targeted reach, the movement worked with the Civil Service College on a communications conference, and a learning festival aimed at staff from the public sector, delivering tips on how communication can be made simple and clear.

The movement also supported the Singapore Philatelic Museum's *Postcard for a Penpal* initiative, bringing together English language teachers and students for the love of writing. Finally, the *Inspiring Teacher of English Award*, divided into two

categories, celebrated the achievements of seven "Teaching Award" winners and three "Leadership Award" winners.

Tamil Language Festival

This month-long festival presented a packed calendar of exciting language activities, and oratorical and cultural programmes for Tamil speaking Singaporeans, encouraging them to "Love Tamil. Speak Tamil". It called on them to embrace their mother tongue and to use Tamil in their daily lives in order to champion the language.

The festival also saw the launch of the inaugural edition of the "Living Language, Living Heritage" notebook, a collaboration between NHB and the Umar Pulavar Tamil Language Centre. The notebook, which featured a collection of vocabulary and language tips, was very well received by schools and the public.







03

HERITAGE TRAILS

Jurong Heritage Trail

Launched in April 2015, the *Jurong Heritage Trail* covers a large area in Singapore’s West, in line with the area’s original historical boundaries. While its role as Singapore’s first industrial estate has been pivotal in the growth of modern Singapore, many more facets of history, culture and heritage make up the Jurong story. Through the sites highlighted, the trail invites visitors to explore the legacy of old Jurong, and immerse themselves in the stories of this ever-evolving town.

Singapore River Walk

One of NHB’s earliest heritage trails, the *Singapore River Walk* was refreshed with a new storyline and additional marked sites. This enhanced walk takes visitors on a journey from Collyer Quay to Robertson Quay, focusing on the contribution of the river towards Singapore’s mercantile development. The trail also features the stories of the various communities who lived and worked by the river, as well as the spectacular architecture and social history of the bridges that have facilitated the movement of people and goods across the river over the years. The *Singapore River Walk* has been adopted by American Express.

Jubilee Walk

Conceptualised to celebrate SG50, the *Jubilee Walk* is an eight-kilometre trail that connects the past, present and future elements of the Singapore story, from ancient Temasek and the colonial era, to independence and beyond. The trail showcases 24 historic and iconic locations within the Civic District and Marina Bay area. It features landmarks and sites that mark significant events in our nation’s development, and highlights how Singaporeans had overcome the odds, and thrived by working together.





Photo: GENERASIA LIMITED



04

HERITAGE GRANTS

Over 170 heritage projects by individuals and community groups, with a total value exceeding S\$4 million, were supported by NHB's *Heritage Grant Scheme*. The scheme, launched in 2013, aims to promote greater community ownership and participation in the creation of heritage content.

Projects which have benefitted from this scheme range from publications to exhibitions, documentaries and mobile applications, adding to the variety of heritage touch-points and offerings. These include a publication on Singapore's fashion history from 1965 to 2015 titled *Fashion Most Wanted: Singapore's Top Insider Secrets From The Past Five Decades*, and the *Peranakan Arts Festival*, which ran at Empress Place for four days in November 2015, and showcased cultural heritage through exhibitions, performances, seminars, workshops and culinary demonstrations.

05

HERITAGE IN EDUCATION

Family Time

*Family Time*, a new feature in the Ministry of Education's Character and Citizenship Education (CCE) lessons for primary schools, provides families with opportunities to bond and spend quality time together. NHB has been partnering the CCE team to develop programmes, such as the *Jubilee Walk Family Time Activity Sheets*, which raise awareness of Singapore's heritage through fun and enjoyable activities for the whole family. These were distributed to all primary school students to encourage them to visit the sites along the trail, and uncover the past, present and future elements of the Singapore story.

Heritage Explorers

Launched in 2016, *Heritage Explorers* enables primary school students to experience life as a curator, historian, designer, educator and heritage ambassador. Through creative role-playing, the programme creates enjoyable experiences with the aim of raising awareness of Singapore's heritage amongst the young.



The programme complements the learning of Social Studies, National Education, and Character and Citizenship Education in schools, while also emphasising school-parent partnership, and greater parent-child bonding. To date, more than 30 schools and 14,000 students have signed up to be young *Heritage Explorers*.

**Singapore's Little Treasures**

NHB's inaugural programme dedicated to heritage and museum education for pre-schoolers was launched in May 2014. Since then, it has reached out to 104 pre-schools, with over 200 teachers trained, and almost 3500 pre-schoolers engaged. In the two years since its launch, the programme has brought the young ones back to the National Museum, all three heritage institutions, and the Peranakan Museum after learning about the different museums and their collections in the classrooms.

In 2016, the *Singapore's Little Treasures* (SLT) National Museum programme was incorporated under the Early Childhood Development Agency's Continuing Professional Development courses, which

trains pre-school teachers to use these kits in their classrooms.

SLT was also expanded to include the *SLT Mother Tongue* programme at the three heritage institutions – Sun Yat Sen Nanyang Memorial Hall (SYSNMH), Malay Heritage Centre and Indian Heritage Centre. The programme introduces and promotes Singapore's multi-cultural heritage in the three official mother tongue languages – Mandarin, Malay and Tamil.

06

TRAVELLING EXHIBITIONS

**Heritage On The Move – WE: Defining Stories**

*WE: Defining Stories* is an exhibition featuring photographs from the archives of The Straits Times and the National Collection. This travelling exhibition of headline photographs takes Singaporeans through significant moments of our people's history, frozen in time. Singaporeans can revisit the

turbulent march towards independence, the formative years of our young society, as well as the personality quirks that define us as Singaporeans today. Together, these vignettes form a pictorial story of our home and identity as it has been, 50 years into our nationhood.

**Malay Pioneers Series: Teachers-Writers-Activists**

The second instalment of the *Malay Pioneers Series* featured four Malay literary luminaries and two pioneering organisations from the Malay community, who, at various moments, wore multiple hats as teachers, writers and activists.

The exhibition, developed in partnership with students from Tanjong Katong Secondary School and NUS High School of Mathematics and Science, provided a glimpse into one of the most intense periods of Malay development, where the contributions of an entire generation of creative and passionate people, fuelled by a strong sense of national identity and a hunger for self-determination, helped pave the way to decolonisation and the eventual independence of Malaya, and eventually Singapore.

**Chinese Pioneers Series**

SYSNMH travelled four exhibitions on Singapore's Chinese pioneers jointly developed with secondary school students. One of the exhibitions, *Passion & Knowledge: Singapore Chinese Pioneers in Education*, co-curated with Chung Cheng High School (Main), features the contributions of four Singapore Chinese business and education pioneers – Aw Boon Haw, Liew Yuen Sien, Tan Boo Liat and Tan Yeok Seong, who contributed much to the development of education in Singapore.

Another exhibition, *The Six Men Who Saved Wan Qing Yuan*, a collaboration with River Valley High School, tells the story of six important Chinese pioneers including Lee Kong Chian and Tan Ean Kiam, who jointly purchased Wan Qing Yuan in 1937, as well as their contributions to Singapore's Chinese community during the early 20th century.







Then Minister for Culture, Community and Youth Lawrence Wong and some 200 guests observe a minute of silence for those who died during the war, at the commemorative ceremony marking the 70th anniversary of the end of World War II

07

PARTNERSHIPS

Museum Roundtable

The Museum Roundtable (MR) sustained its efforts in promoting public awareness of Singapore’s diverse museum scene. In conjunction with the SG50 celebrations, MR museums collaborated with NHB on four travelling exhibitions, which were supported with contributions from various MR members including the Singapore General Hospital Museum, Singapore Maritime Gallery, National Library Board and Mint Museum of Toys.

The *200 Years of Healthcare in Singapore*, *SG50 Deliciously Singaporean*, *50 Made-in-Singapore Products* and *Tracing Transformations: Memories of Our Nation* exhibitions showcased various aspects of Singapore’s heritage – exploring our unique food culture, the development of the manufacturing industry, and the impact of Singapore’s development on various industries, landscapes, and ways of life.

2015 also saw the addition of three new MR members – the Gan Heritage Centre, MOE Heritage Centre and Eurasian Heritage Centre.

74<sup>th</sup> Anniversary  
of the Battle for Singapore  
12 – 28 February 2016

For the 74th anniversary of the *Battle for Singapore*, NHB partnered heritage enthusiasts, community groups and MR museums in presenting Singapore’s war stories through a series of guided tours to World War II sites, special programmes at MR museums and institutions, and public talks.

MR members including the National Museum, Battlebox and Army Museum held special programmes, such as the Singapore Discovery Centre’s guided tour of World War II sites, which was conducted by an army veteran. The Battlebox also held sneak preview tours of its revamped premises,



leading up to its official opening in July 2016. The National Museum hosted a public lecture entitled *Voices from the Ground*, which featured four speakers presenting different perspectives of the war based on the research and personal accounts of the people who lived through it.

End of World War II  
Commemorative Ceremony  
27 August 2015

Singapore commemorated the 70th anniversary of the end of World War II and the Japanese Occupation of Singapore in August 2015. NHB organised a ceremony in the City Hall Chamber of the National Gallery, Singapore (the former Municipal Building), where the official surrender of the Japanese took place 70 years ago.

The ceremony honoured the sacrifice, resilience and unity of those who survived the war, and rebuilt Singapore in the post-war period. Attendees included war survivors and veterans, members of the Singapore Armed Forces Veterans’ League, the diplomatic corps, the Inter-Religious

Organisation, Singapore, representatives from business and community groups, and the National Cadet Corps.

Former Combined Operations  
Room Exhibition  
19 October 2015 – 31 March 2016

This exhibition was a collaborative effort between NHB and the Home Team at the former Combined Operations Room at Pearl’s Hill Terrace. It highlighted the efforts of the authorities to maintain internal security during the early days of Singapore’s self-governance, and charted the history of the Singapore Police Radio Division that operated from the site from 1956 to 1989.

The exhibition was installed in the refurbished former Combined Operations Room, offering visitors a unique experience at the original site. Former police officers who had personally served in the Operations Room volunteered as tour guides at the exhibition, and shared many personal anecdotes of their service with the Home Team.







# SG50 CELEBRATIONS



Jubilee Walk  
Photo: JOSEPH NAIR





















Then Minister for Education Heng Swee Keat (also then Chairman of the SG50 Steering Committee) on a tour of the *Unearthed: Singapore at 25* exhibition at the Asian Civilisations Museum











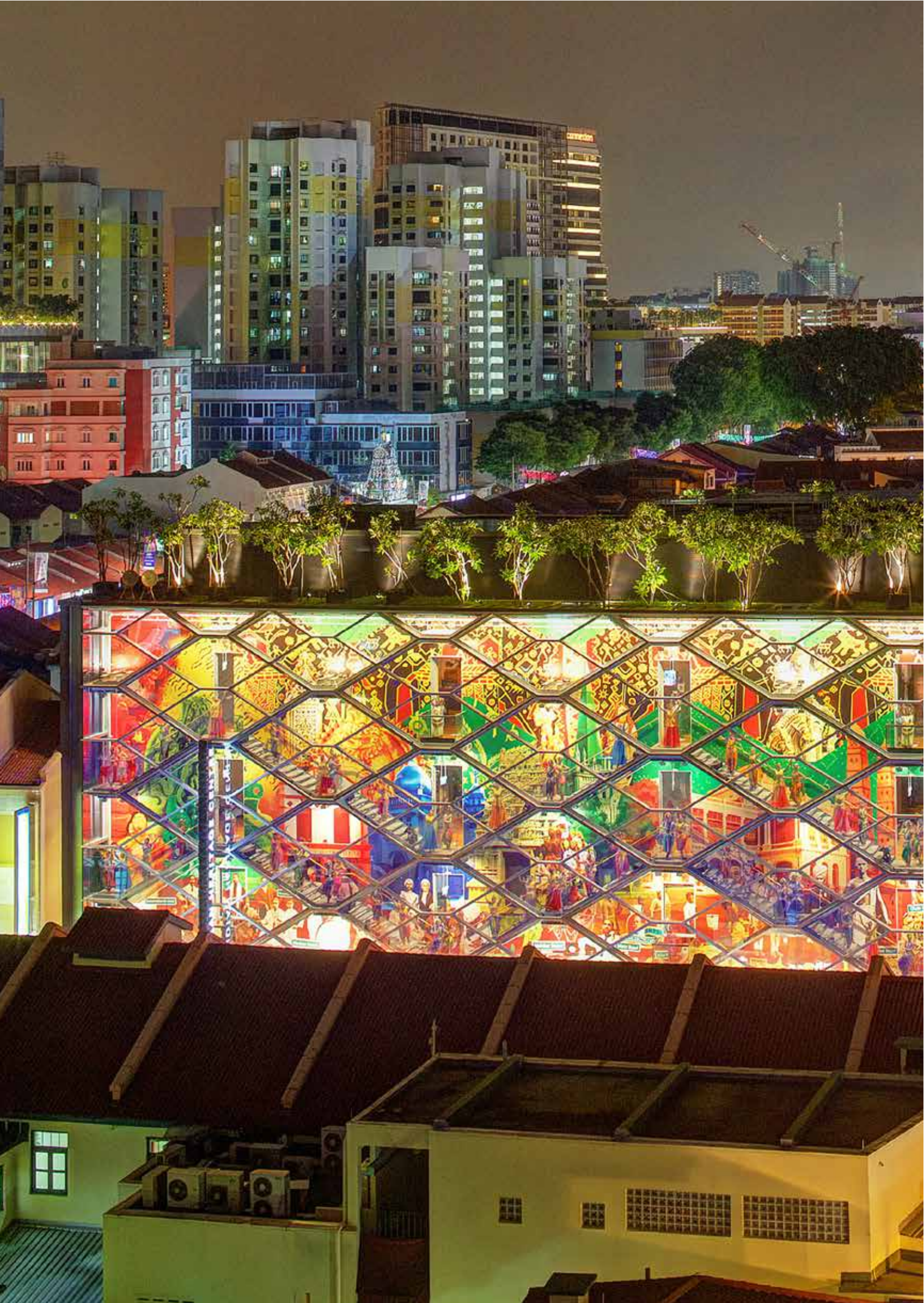






Singapore Botanic Gardens as  
Singapore's First UNESCO World Heritage Site













03/04

# *Heritage: A Legacy For Our Future*



Preservation, heritage and legacy – these are words most often associated with things of the past. But a deeper look into what they truly mean, reveals how they are very much words of the future as well.

We preserve things for future generations to remember, to learn from, and to be inspired by. Heritage and legacy are our cultural inheritance – gifts from those before us, to be handed down to those after us.

FY2015 saw both the tangible and intangible aspects of our cultural inheritance honoured. The Singapore Botanic Gardens was endorsed as Singapore's first UNESCO World Heritage Site, and four new National Monuments were gazetted. The Heritage Conservation Centre continued its work as the steward of our National Collection, and further invested in the growth of its capabilities. A survey on our tangible heritage was launched, along with the completion of a cultural mapping project of Pulau Ubin. Together, these efforts constitute a holistic approach to preserving our places, practices and memories for posterity.

**Singapore's First UNESCO World Heritage Site  
and Four New National Monuments**

## Singapore Botanic Gardens – Singapore's First UNESCO World Heritage Site

The Singapore Botanic Gardens was inscribed as the nation's first UNESCO World Heritage Site in July 2015. This successful bid is the fruit of three years of hard work by NHB and the National Parks Board, with the support of other government agencies, including the Ministry of Foreign Affairs. NHB's Preservation of Sites and Monuments team played a lead role in the bid, working closely with multiple agencies, stakeholders, communities and the public to complete the Gardens' nomination dossier.





# Jurong Town Hall

GAZETTED ON 2 JUNE 2015

Jurong Town Hall stands as an icon and a testimony to Singapore's drive towards modernisation and development in the early years of its independence. Jurong Town Hall was built between May 1971 and March 1974, in the first decade of nation building in Singapore. The work of a pioneering team of local architects, this landmark once served as the headquarters of the Jurong Town Corporation (JTC), now known as JTC Corporation, which played a leading role in developing Singapore's first industrial estate, and spearheaded Singapore's industrialisation drive.

The gazette of Jurong Town Hall marked the first gazette of a conserved building as a National Monument. This change in status recognises the national significance of the building, as well as the role played by JTC in Singapore's industrial heritage.



# Istana Kampong Gelam

GAZETTED ON 6 AUGUST 2015

Once the seat of the Johore sultanate, this former royal residence is a reminder of Singapore's historic links to the Malay world. Kampong Gelam thrived as a trading and commercial hub, and as a residential settlement for new immigrant communities. Bugis, Arabs, Javanese and Boyanese from Malacca, the Riau islands, Java, Sumatra and Sulawesi, converged in the area after it was allocated to the Malay community as part of the agreement between Sir Stamford Raffles, Sultan Hussein Shah and Temenggong Abdul Rahman.

Later, as a notable printing and publication hub, it attracted its share of intellectuals and artists. The sultanate's *istana* (palace) was

completed in 1843, and hosted important community events such as royal weddings.

Istana Kampong Gelam's architecture references both classical European elements as well as traditional Malay styles. The building opened as the Malay Heritage Centre (MHC) in 2005 after undergoing an initial round of refurbishment works, and later re-opened in 2012 after a refresh of the museum's permanent galleries. Today, the present configuration of MHC honours the layout of the traditional Malay house. The centre falls under the auspices of the Malay Heritage Foundation, and is managed by NHB.





## Former Fullerton Building

GAZETTED ON 7 DECEMBER 2015

Best remembered as Singapore's General Post Office, the former Fullerton Building was constructed between 1924 and 1928, and named in remembrance of Sir Robert Fullerton, the first Governor of the Straits Settlements. Built in a neo-classical style, it is situated at the mouth of the Singapore River, and also housed several government departments that spearheaded Singapore's development, including the Inland Revenue Department (today's Inland Revenue Authority of Singapore) and the Ministry of Finance.

The building played a part in the historic events during the Japanese Occupation and the post-war period, serving as a hospital, and later housing a Japanese military administration department during World War II.

In the early years of Singapore's independence, some of Singapore's leaders, such as former Deputy Prime Minister Dr Goh Keng Swee, former President S.R. Nathan, and former Prime Minister Goh Chok Tong, began their careers in the government departments housed in this building.

From the 1950s to the 1980s, the former Fullerton Building witnessed several political rallies that were held at the adjoining Fullerton Square, including some delivered by founding Prime Minister Lee Kuan Yew. In 2001, the building was opened as The Fullerton Hotel.

Photo: THE FULLERTON HOTEL



# Changi Prison Entrance Gate, Wall and Turrets

GAZETTED ON 15 FEBRUARY 2016

The Changi Prison Entrance Gate, Wall and Turrets bear testimony to the suffering and hardship of prisoners-of-war (POW) during World War II. They are a standing reminder of the prison which was completed in 1936. When it became operational on 4 January 1937, it was acclaimed as the most modern of its kind in the East. During the war, Changi Prison and its surrounding barracks were converted into an internment camp for civilians and POWs. They formed the principal POW camp in Southeast Asia. In the post-war years, the prison resumed its function as a civilian prison.

Designed by the Public Works Department as a maximum security prison, with turrets serving as watchtowers and a high perimeter wall deterring escape attempts, the prison was accessed

via a double-leafed steel entrance gate. Changi Prison exemplified the "telephone-pole" layout plan, which was commonly adopted for prisons constructed during the late 19th and 20th centuries. It consisted of two four-storey blocks of prison cells, which branched out from a central covered corridor, resulting in a plan that resembled a telephone pole of that period.

As Singapore progressed, a new prison complex had to be developed to provide rehabilitation facilities and a more conducive environment to house the inmates. In 2004, before the second phase of construction of the new Changi Prison Complex, key features of the old prison most representative of the facility's history were identified for preservation.





## SPEARHEADING HERITAGE RESEARCH

### » Tangible Heritage Survey

NHB launched a nation-wide survey of Singapore's tangible heritage in September 2015. This includes research and documentation of buildings and sites of historic or cultural interest found on mainland Singapore, completed in and before 1980. The survey aims to build on our existing knowledge of our tangible heritage, which includes that of our National Monuments, conserved buildings, heritage trails, and other historic sites.

When completed, the tangible heritage survey will enable NHB to gain a more comprehensive understanding of the diverse heritage of our buildings and sites across the island, and address the current gaps in our repository of information.

### » Pulau Ubin Cultural Mapping Project

In April 2015, NHB commissioned a cultural mapping project of Pulau Ubin to document the island's living heritage through the personal narratives and living patterns of residents and former residents of the island. It was supported by the Ministry of National Development (MND) and the Friends of Ubin Network.

Completed in April 2016, the project built on past research and documentation projects that NHB had commissioned to study the island, which include the 2013 documentation of Pulau Ubin's historical sites, and a Google virtual tour of the island. Together with these projects, the cultural mapping project provides a comprehensive understanding of Pulau Ubin's history, heritage and social fabric.

A 25-minute video documentary was launched as a culmination of the project to share the island's stories about the lives, social practices and rituals of its residents.

### » Heritage Research Grant

To complement and deepen heritage research conducted by NHB, NHB introduced

the *Heritage Research Grant* in September 2015. The grant aims to encourage local institutes of higher learning, research institutions and non-governmental organisations to embark on in-depth, heritage-related research projects. Projects funded centred on areas such as Singapore's tangible heritage, intangible heritage, archaeology, as well as the development and adoption of technologies that support the documentation of local heritage.

Applications for the grant are reviewed and evaluated by NHB's Heritage Advisory Panel, which comprises experts from various fields, including architecture, geography, sociology, anthropology and history.

### » Restoration of Bukit Brown Cemetery Gates

NHB took the lead in a project to refurbish the iconic cast iron gates of Bukit Brown Cemetery prior to their relocation due to redevelopment of the area. The refurbishment had been recommended by an inter-agency work group in view of the historical significance of the gates, and to enhance their structural stability. The work

Photo: MARCUS NG





group consisted of NHB, MND, Land Transport Authority (LTA), Urban Redevelopment Authority, and civic organisations All Things Bukit Brown and the Singapore Heritage Society.

Work on the gates began in January 2016, and the process incorporated suggestions on best practices for metallurgy conservation from heritage experts in the civic organisations. The project was completed in July 2016.

#### » Heritage Documentaries

NHB's research and documentation projects are shared with the public through a series of documentaries available on our heritage portal, *Roots.sg*.

The *Blast from the Past Documentary Series* transports viewers back to the 1960s through archival film footage provided by Mr Mun Chor Seng. Significant events personally captured by Mr Mun include scenes from 1960s Chinatown during the Lunar New Year period, Thaipusam during the 1960s, the Malay Mail Big Walk in 1965, a performance by the Canadian Hell Drivers at the Jalan Besar Stadium in 1966, and Singapore's worst

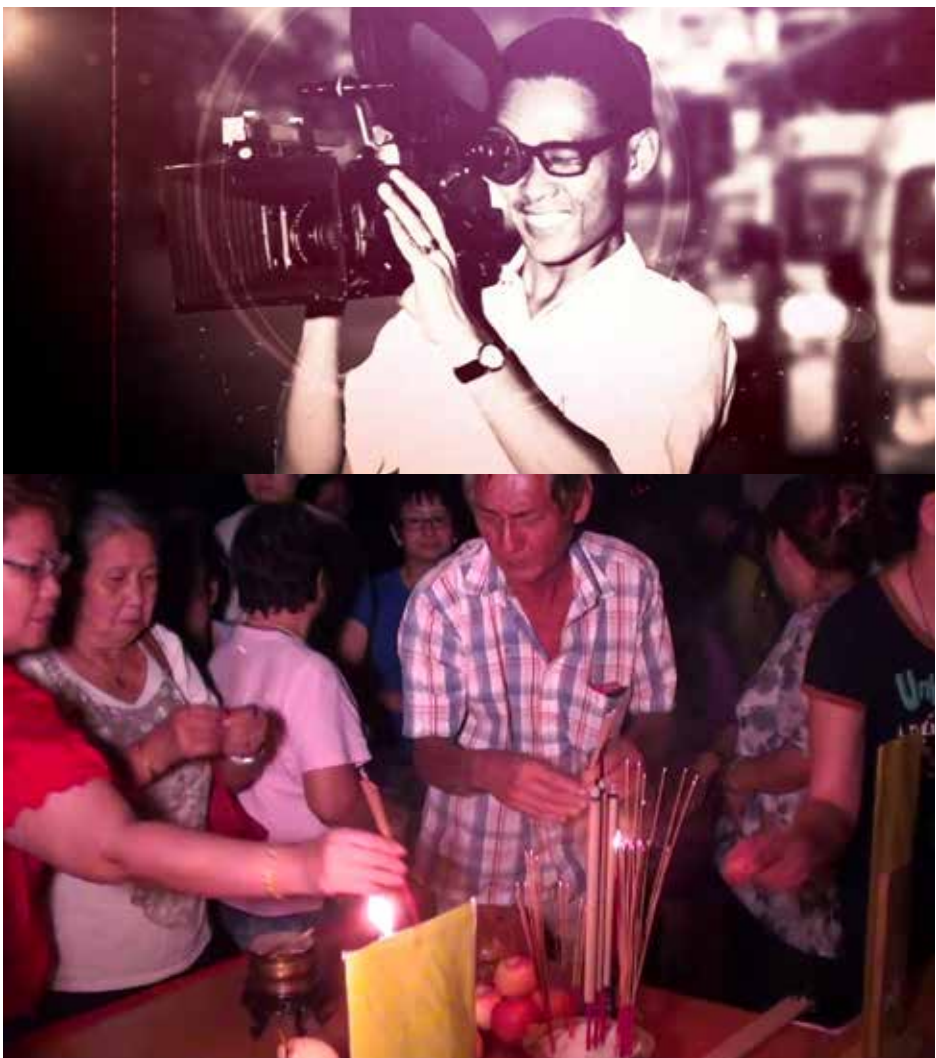
floods at Newton Circus in 1969.

The *Rites and Rituals of Bukit Brown Cemetery* documentary on Bukit Brown Cemetery's intangible cultural heritage captures the rites and rituals practised at the cemetery during the traditional Chinese festivals of Qing Ming, the Hungry Ghost Festival and the Winter Clothing Festival. The documentation was carried out to highlight aspects of Bukit Brown's intangible cultural heritage and share these stories with the public. It also encourages civic organisations, interest groups and interested divisions to discover more about the site's heritage.

*Extraction of the Geylang Milestone* is a short documentary, which showcases the extraction process of a rare milestone marker along Geylang Road by LTA. It also shares information about the history of milestone markers in Singapore from the colonial days. The marker represents an important part of infrastructural development in Singapore, and was accessioned by NHB into our National Collection in 2015.

The *Coney Island (Pulau Serangoon)* documentation effort is part of the "Eye in the Sky" documentary series, which uses

aerial drone technology to reveal previously unseen visual experiences of Coney Island and the former Haw Par Beach Villa. Today, Coney Island is home to a wide variety of fauna and flora, and a popular destination for bird and nature enthusiasts.





# FURTHERING HERITAGE CONSERVATION

The Heritage Conservation Centre (HCC) continued to support museums in the areas of new acquisitions, exhibitions, rotations, installations and de-installations, and loans. Major projects which they undertook include the revamps of the Asian Civilisations Museum and the National Museum of Singapore, the opening of the Indian Heritage Centre, and the inauguration of the National Gallery, Singapore.

As a repository of the National Collection, HCC is responsible for maintaining the adequacy of its infrastructure and facilities, and continually enhances these with suitable new technologies.

## » Singapore Collections Management System

This is an upgrade of the older *Museum Collections System*, which began in May 2015. Using web-based technology, the *Singapore Collections Management System* improves business processes, meets international standards for documentation and data exchange, and strengthens cataloguing abilities.

## » Automatic Collections Tagging System

The *Automatic Collections Tagging System* takes advantage of RFID technology to tag the entire National Collection, resulting in greater cost-effectiveness and process efficiency. This allows HCC to obviate many steps in their current manual work processes, and improves the tracking methods of artefacts, greatly improving the management of our growing National Collection.

## » Conservation Science Laboratory

HCC is establishing and equipping a conservation science laboratory to grow capabilities in the area of conservation research and development. The design and furnishing of an analytical research laboratory is underway, and it will be equipped with machines such as a high-resolution field emission scanning electron microscope. This laboratory will advance HCC to higher levels of collection care and management.

## » Capability Development

HCC carried out visual documentation and embarked on developing cataloguing capability in the areas of taxonomy and controlled vocabulary for artefacts. This enhances the user experience on our digital platforms such as *Roots.sg*, and enables wider online access.







# PUBLICATIONS

**01 • Balestier: A Hundred Years Special Exhibition Catalogue**

» Covering the mid-1800s to the 1960s, this exhibition catalogue presents the different aspects of Balestier’s heritage through text, artefacts, archival materials, historical photographs and oral interviews, which were on display in the accompanying exhibition.

**02 • Cultural Connections**

» Published by the Culture Academy, Singapore, *Cultural Connections* is an annual journal for arts and heritage administrators, professionals and enthusiasts, and the first to be published by and for the public sector. Conceived as a platform for the documentation of important case studies as well as new research, the inaugural issue contains essays from cultural professionals working in Singapore, addressing new developments in Singapore’s museum scene, as well as technologies being pioneered in conservation sciences in Singapore.

**03 • Great Peranakans: Fifty Remarkable Lives**

» *Great Peranakans* was produced to accompany the homonymous exhibition at the Peranakan Museum. It presents historical essays on Peranakan culture, and entries on each of the 50 men and women selected for the exhibition.



**07 • Treasures from Asia’s Oldest Museum: Buddhist Art from the Indian Museum, Kolkata**

» This volume was published in conjunction with the exhibition organised by the Indian Museum, Kolkata, in collaboration with the Asian Civilisations Museum. It explores the story of Buddha and Buddhism through the art of India from 2nd century BC to around the 12th century. The book chronicles the development of Buddhist art with important sculptures from the major artistic periods of Sunga, Kushan, Gupta, Chola and Pala, and Nepalese manuscript paintings.

**09 • Singapore: Many Races, One People, Celebrating 50 Years of Independence**

» A collaboration between the Singapore Philatelic Museum and the Association for Early Childhood Educators (Singapore), this book uses Singapore stamps to introduce the importance of racial harmony to young children. It emphasises the role of stamps in offering official pictorial documentation of a country’s significant milestones, events, history and heritage.

**08 • Publication of the 5th Asian National Museums Association Meeting and Conference 2015**

» A commemorative publication of the 5th Asian National Museums Association’s meeting and conference held in Singapore, the ANMA publication brings together articles by Asian museum directors that respond to the meeting and conference’s theme, *Balancing political history, ethnography, and art: The role of a national museum*. It explores in depth the increasing complexities that define how national museums serve the role of a repository of national art, historical evidence, and a platform for fair ethnographic representation.



04 • Grandma's Treasures

» Jointly produced by the Singapore Philatelic Museum and PAP Community Foundation, *Grandma's Treasures* is a child-friendly “big book” for pre-school children. It tells the story of a grandmother who shares her love of collecting stamps and postcards with her grandson, inspiring him to do the same.

05 • Membership Directory of Tong Meng Hui Singapore Branch

» Published by the Sun Yat Sen Nanyang Memorial Hall, this book is the second in a series of three on the “Singapore Prominent Trio” – Teo Eng Hock, Tan Chor Lam and Lim Nee Soon. It comprises a reprint of the Membership Directory of the Tong Meng Hui Singapore Branch – originally compiled by Chinese pioneer Lim Nee Soon, and historical material contributed by academics, collectors and journalists. The book was produced in 2015 on the 110th anniversary of the establishment of the Chinese Revolutionary Alliance Singapore Branch.

06 • Dr Sun Yat Sen and His Family Special Exhibition Catalogue

» This exhibition catalogue records the 173 artefacts displayed in the special exhibition of the same name. These range from photographs and documents, to the personal belongings of Dr Sun and his family members.



10 • Ilham Alam: Nature and Healing in the Malay World

» This publication is based on the artefacts and research done for the *Ilham Alam* exhibition, which ran at the Malay Heritage Centre. It examines the ways in which various Malay communities have harnessed the bounty of flora and fauna to promote health and healing.

11 • Road to Revolution: Dr Sun Yat Sen and His Comrades in Ipoh

» *Road to Revolution* adds to Sun Yat Sen Nanyang Memorial Hall's research on the Chinese revolutionary movement in Southeast Asia, particularly Malaya, in the late 19th and early 20th centuries. It documents important records on the revolutionary activities of Dr Sun and his comrades in Ipoh, and presents a trail blazed by them.

12 • Luminous Depths: A Contemporary Project on the Museum

» This book chronicles, through photographs and an extended interview with the artist, an installation at the Peranakan Museum. Artist Lee Mingwei explored issues of archaeology, memory, connoisseurship, and rebirth in the artwork that invited visitor participation.







04/04

# *Growth: Raising Capabilities, Developing Expertise*





# Culture Academy

The Culture Academy, Singapore (CA) was launched in October 2015 to groom the next generation of cultural leaders in the public sector. Supported by the Ministry of Culture, Community and Youth, it stands guided by its vision to be a centre of excellence for the development of culture professionals and administrators. CA's works covers three broad areas – Education and Capability Development, Research and Scholarship, and Thought Leadership.



## Public Lectures and Talks

CA launched its first suite of programmes in FY2015 with the *Distinguished Speaker Series* of lectures, and *In Conversation With* public forums on pressing issues in Singapore's museums and heritage sector. These were helmed by luminaries from the cultural sector, including Dr Neil McGregor, the former Director of the British Museum and current Director of the Humboldt Forum in Berlin; Mr Bernard Blistene, Director of Centre Pompidou's National Museum of Modern Art; Dr Matthew Trinca, Director of the National Museum of Australia, Canberra; and Dr Patrick Greene, Chief Executive Officer of Museum Victoria, Melbourne. Closer to home, CA also hosted the popular *Curatorial Talks* series, featuring NHB's curators from a broad range of disciplines.

## Specialist Workshops and Conferences

A collaborative effort with the Reinwardt Academy in Amsterdam saw the development of a workshop on "Cultural Marketing in a Changing World", which took place in Singapore.

CA also partnered the Asian Civilisations Museum (ACM) to organise the *5th Asian National Museums Association Meeting and Conference*. Established in 2007, this regional platform was jointly initiated by the National Museum of China, Tokyo National Museum and National Museum of Korea. The three-day conference in November looked into the subject of "Balancing Political History, Ethnography and Art: The Role of the National Museum", and brought together museum directors from Singapore and the region to discuss the significant role that

national museums play in culture and nation building today.

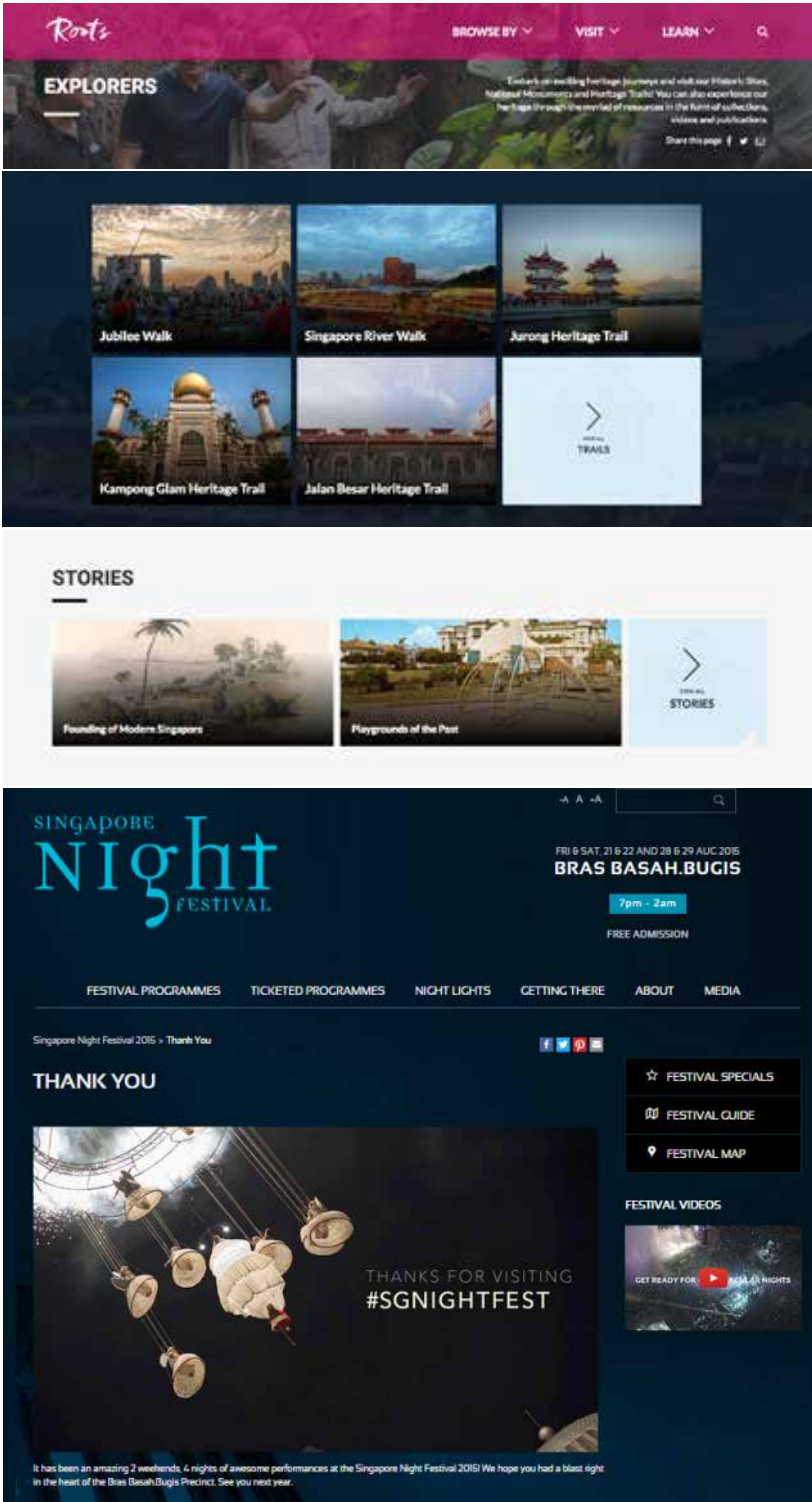
## International Collaborations

CA embarked on a new partnership with the Ministry of Foreign Affairs to bring the latter's *Singapore Co-operation Programme* to cultural workers around the world. This partnership also offers, for the first time, an open platform for cultural workers to apply for the opportunity to travel to Singapore and attend CA's capability development programmes.



# Digital Engagement

NHB has always engaged Singaporeans on the digital front, through our heritage portal *Roots.sg* and websites, as well as various social media channels such as YouTube, Facebook, Instagram, and mobile applications. Through these platforms, we reach out to Singaporeans in the comfort of their homes, and while they are on-the-go, enabling access to our vast repository of history resources, upon which we are continually building.



**Roots.sg**

NHB’s new heritage resource portal, *Roots.sg*, was launched in April 2016. It was developed to share information and resources, and to raise the public’s appreciation and knowledge of Singapore’s heritage. *Roots.sg* is an interactive, engaging channel which enhances a viewer’s journey in the discovery of heritage content and programming, such as through the National Collection, heritage trails and sites, National Monuments, publications, and other multimedia content.

**Phase 2 of the Digital Engagement Strategy**

The second phase of NHB’s *Digital Engagement Strategy* supports our strategic priorities of Heritage and Nation Building, Audience Engagement, Research and Understanding, and Organisational Excellence, by focusing on improving access to NHB’s resources, deepening engagement with our audiences, and cultivating advocacy.

Free public Wi-Fi and accompanying mobile apps were launched at the National Museum of Singapore and ACM in November 2015. In addition to enhancing the visitor experience and increasing interaction within the galleries, these initiatives enable us to better engage our visitors. They also provide deeper insights into visitor behaviour, which, in turn, helps us make more informed decisions on developing the visitor experience.

**Recognition at the 2015 Interactive Media Awards**

The *Singapore HeritageFest (SHF)* and *Singapore Night Festival (SNF)* websites were recognised by the New York-based Interactive Media Council at the *2015 Interactive Media Awards*. The *SHF* website received the “Best in Class” award – the highest honour from the Council, while the *SNF* website received the “Outstanding Achievement” award. Both are acknowledgements of the sites’ high standards of professionalism, standards compliance, and impeccable planning and execution.

# Cultural Diplomacy

## MoUs with the National Museum Australia and Museum Victoria

NHB signed two Memoranda of Understanding (MoUs) with the National Museum Australia and Museum Victoria in July 2015. These look to broaden collaborations between NHB museums and the two Australian institutions in the years ahead.

The MoUs will enable NHB to embark on collaborative projects with the two museums in areas such as exhibition development, artefact loans, as well as professional exchanges in the areas of collections management, conservation, community engagement, museum management, research, publications, and information and technology sharing. Singapore hosted the 16th Meeting of the ASEAN Committee on Culture and Information Sub-Committee on Culture on 3 and 6 June 2015. The conference aimed to foster cultural relations within ASEAN, and was attended by 33 delegates from the 10 ASEAN member states. It was a

platform and good opportunity for cultural administrators to discuss, review, and recommend cultural projects in the region.

At the conference, Singapore successfully obtained the Sub-Committee on Culture's endorsement for ASEAN to fund a proposed project from the National Archives of Singapore, on conducting a workshop on the preservation of, and access to, archival records for ASEAN countries.

## Overseas Exhibitions

NHB continued to spread its wings overseas with several of our travelling exhibitions in FY2015. The Peranakan Museum's *Singapore, Sarong Kebaya and Style: Peranakan fashion in an interconnected world*, travelled to the Fukuoka Art Museum from April to June 2016, and will be presented at the Shoto Museum in Tokyo from July 2016 onwards. This exhibition travels in conjunction with Singapore-Japan 50, which celebrates 50 years of diplomatic relations between

Singapore and Japan.

In 2015, the Sun Yat Sen Nanyang Memorial Hall (SYSNMH) travelled an exhibition titled *A Moment in History: Dr Sun Yat Sen and his Singapore Comrades* to the Dr Sun Yat Sen Memorial Hall of San Francisco, United States of America (2 May – 30 May); the Revolution of 1911 Memorial Hall, Guangzhou, China (5 July – 5 September); and the Sun Yat Sen Memorial Hall, Kobe, Japan (31 October – 30 November). The exhibition showcased Dr Sun's supporters in Singapore, including Teo Eng Hock, Tan Chor Lam and Lim Nee Soon, and highlighted their contributions to the 1911 Revolution.

In 2016, the travelling exhibition was enhanced with more artefacts and travelled to the Museum of Dr Sun Yat-Sen in Dr Sun's hometown of Cuiheng Village, Zhongshan, China from 1 February to 5 April as part of SYSNMH's commemorative efforts to mark the 150th anniversary of the birth of Dr Sun.



Photo: YAMASAKI SHINICHI





# Cultural Philanthropy

## HeritageCares

NHB launched a new initiative in cultural philanthropy in March 2016. *HeritageCares* reaches out to the less privileged through a range of heritage programmes at our national museums, heritage institutions and heritage sites around the island. It is part of NHB's overall community outreach efforts, and was made possible by the generosity of corporate donors Patek Philippe and Cortina Watch Pte Ltd.

The programmes under *HeritageCares* are designed to encourage greater family interaction and bonding through heritage. Participants can look forward to quality educational experiences at our museums and heritage institutions. Through the programmes, we hope to enhance social

skills, create a sense of well-being, and encourage active ageing and continual contribution to society through heritage activities.

## Patron of Heritage Awards

NHB celebrated a milestone with the *Patron of Heritage Awards 2015*, marking 10 years of generous giving to the museums and heritage sector. S\$16 million worth of donations and loans were received from 104 individuals and organisations in 2015.

These contributions were used for key SG50 projects, including the revamps of the galleries of the National Museum and ACM, the launch of the Indian Heritage Centre, as well as the introduction of new outreach initiatives such as *HeritageCares*. Other

donations continued with the gifts and loans of personal artefacts and family heirlooms to the museums and heritage institutions, along with cash and in-kind support towards our various heritage and language festivals.

## Celebrating Asia, A Red Carpet Event at the ACM

ACM organised a fundraising gala event, *Celebrating Asia, A Red Carpet Event at the ACM*, on 21 November 2015, with generous support from various embassies of Asia. The funds raised contributed to ACM's special exhibitions, programmes and educational activities. The event also celebrated the launch of new spaces from ACM's expansion – the Kwek Hong Png Wing, and the Khoo Teck Puat Gallery.



Minister for Culture, Community and Youth Grace Fu with Community Chest participants at the launch of *HeritageCares* (left), and with Deepa Chatrath, General Manager of Patek Philippe, at the *Patron of Heritage Awards*

# Heritage Volunteers

NHB's family of volunteers plays a pivotal role in promoting our heritage, and enriching visitors' experience at our museums and heritage institutions. This passionate community includes long-term partners such as Friends of the Museums (FOM), Museum Volunteers Singapore (MV), Mandarin Guides (MG) and Mandarin Docents (MD), Japanese Docents (JD), as well as other individuals such as our heritage trail and monument guides.



NHB would not have come so far without the valued support of our volunteers. The FOM has served our museums for the past 38 years. The *FOM-NHB Heritage Grant* has provided 17 NHB officers opportunities for attachments with overseas museums since 2008. More than half of the members of the MV group are young professionals and executives, reflecting a growing interest in heritage among the young.

In the Golden Jubilee year, the MG and MD groups played an important role by helping to conduct tours in Mandarin and

various dialects for Pioneer Generation visitors, while the JDs went beyond their regular Japanese language guiding duties, by engaging the Japanese-speaking community through their blog and sharing sessions on Expat Radio 96.3FM.

Trail guides organise, manage and sustain participation in our community trails, including the *Tiong Bahru Heritage Trail* and *Queenstown Heritage Trail*, alongside community grassroots groups. In addition, they organise festivals and programmes, which bring heritage closer to the

communities, and engender a greater sense of ownership.

NHB's Preservation of Sites and Monuments division volunteer guides conduct dedicated tours of our National Monuments through weekly programmes like *Monumental Walking Tours*, as well as during special events, such as the *Istana Open House*.

Together, our volunteers are an invaluable asset to our museum and heritage landscape, championing and inspiring an appreciation and passion for our heritage.





HRH Princess Maha Chakri Sirindhorn of Thailand on a tour of the Asian Civilisations Museum



Dr Anita Herczegh, spouse of the President of Hungary, at the National Museum of Singapore



(Second from right) Then Minister for Culture, Community and Youth Lawrence Wong and NHB’s Chief Executive Rosa Daniel with NHB’s scholars

# Visits by International Dignitaries

**Prominent visitors to the Asian Civilisations Museum included:**

- Mr Kirk Wagar, U.S. Ambassador to Singapore
- HRH Princess Maha Chakri Sirindhorn of Thailand
- Dr Mathew Trinca, Director of the National Museum of Australia
- Mr Nasrullah Khan, High Commissioner of Pakistan to Singapore
- Mr Stéphane Martin, President of musée du quai Branly, France

**National Museum of Singapore hosted:**

- Dr Anita Herczegh, spouse of the President of Hungary
- Mr Ashton Carter, United States Secretary of Defense

**The Peranakan Museum welcomed:**

- HE Dariusz Karnowski, Permanent Delegate of Poland to UNESCO; HE Darko Tanaskovic, Permanent Delegate of Serbia to UNESCO; HE Ivo Goldstein, Permanent Delegate of Croatia to UNESCO; HE José Manuel Rodriguez Cuadros, Permanent Delegate of Croatia to UNESCO
- HE Nii Oduntun, Secretary General of the International Seabed Authority, India
- The Right Honourable the Lord Neuberger of Abbotsbury, President of the Supreme Court of the United Kingdom
- Mr Zheng Chao, Minister Counsellor, Embassy of China in Singapore (Economic and Commercial Section)

# NHB Scholarships

The *NHB Scholarship* scheme supports promising talent in Singapore by sponsoring the pursuit of full-time undergraduate or postgraduate studies in the fields of heritage, and museum management or administration. In 2015, NHB’s scholars, Sim Wan Hui and Miriam Yeo, received about S\$400,000 to further their passion for the growth, development and preservation of Singapore’s heritage.

Wan Hui, Director of Education and Community Outreach, is pursuing a Master of Arts and Cultural Management from the University of Melbourne, and Miriam is doing her undergraduate studies in English at Cambridge University.



# MUSEUM LABEL

**New Merchandise** • The creation of merchandise inspired by our National Collection, museums' exhibitions, and Singapore's heritage in general has been a signature of MUSEUM LABEL since its inception. Two separate ranges of new merchandise were also produced for the opening of ACM's revamped permanent galleries.





# MUSEUM LABEL

**New Merchandise** • In November 2015, in conjunction with the launch of the *Jubilee Walk*, MUSEUM LABEL developed a range of merchandise featuring various well-loved landmarks along the trail, including the Old Hill Street Police Station and National Museum.



# MUSEUM LABEL

**Collaborative Partnerships** • MUSEUM LABEL inked a partnership with Robinsons' Heritage Shop in 2015 to sell its merchandise alongside memorabilia paying homage to the latter's 156-year history in Singapore. MUSEUM LABEL also worked with British heritage brand Newby Teas on a series of five tea offerings inspired by the National Museum's new *Colonial Modernity* gallery. Tea was a valuable trade commodity in the late 19th and early 20th centuries, when Singapore was emerging as a major port city. Since then, tea has evolved from being a luxury good enjoyed by the affluent in colonial times, to being an ubiquitous part of daily life in Singapore, with local variations such as *teh* and *teh-o*.





# Our Donors & Patrons

**DISTINGUISHED PATRON**

*(Nominees who have cumulatively contributed S\$2 million and above between 1 Jan and 31 Dec 2015)*

Edmond Chin  
Kwan Im Thong Hood Cho Temple

**PATRON**

*(Nominees who have cumulatively contributed between S\$1 million to S\$1,999,999, between 1 Jan and 31 Dec 2015)*

The Hour Glass Limited  
Patek Philippe

**PARTNER**

*(Nominees who have cumulatively contributed between S\$150,000 to S\$999,999, between 1 Jan and 31 Dec 2015)*

Cortina Watch Pte Ltd  
Global Yellow Pages Limited  
Hong Leong Foundation  
Hongkong & Shanghai Banking Corporation Limited  
Mr Koh Kow Tee Michael  
Lam Soon Cannery Pte Ltd  
Lee Foundation  
Lee Hwa Jewellery  
Mr Mohamed Abdul Jaleel – BBM  
SBS Transit Ltd  
Singapore Airlines Cargo Pte Ltd  
Singapore Post Limited  
Singapore Press Holdings Ltd  
Swarovski Management Pte Ltd  
Temasek Holdings Pte Ltd  
TIME

**FRIEND**

*(Nominees who have cumulatively contributed between S\$50,000 to S\$149,999, between 1 Jan and 31 Dec 2015)*

Aims Productions (SG) Pte Ltd  
American Express  
Armenian Apostolic Church of St. Gregory the Illuminator  
Chinese Women’s Association  
Mr Chong Fah Cheong  
City Developments Limited  
Dato’ Er Kok Leong  
Givaudan Singapore Pte Ltd

Hong Soon Choe Choo Pte Ltd  
InterContinental Singapore  
Mr Koh Lip Koon & Mr Koh Lip Siang  
Performance in Lighting  
Sembcorp Industries Ltd  
Singapore Art Museum  
Singapore Management University  
SMRT Commercial Pte Ltd  
Mr Tan Ah Ee  
Tanoto Foundation  
Tower Transit Singapore Pte Ltd  
Volkswagen Group Singapore Pte Ltd

**SUPPORTER**

*(Nominees who have cumulatively contributed between S\$10,000 to S\$49,999, between 1 Jan and 31 Dec 2015)*

222 Queen Street Pte Ltd  
Ms Agnes Tan  
Mr Asamura  
Asia Culture Communication Pte Ltd  
Bank of Singapore Limited  
Bengawan Solo Pte Ltd  
Bloomberg L.P.  
British Council (Singapore) Limited  
Mr Chau Tak Vui  
Chinese Language Culture Fund  
Mr Chua Soo Bin  
Ms Clarinda Tjia–Dharmadi  
DECK  
Ms Delia Prvacki  
Echo Art Galerie  
ECPark Pte Ltd  
Electronics & Engineering Pte Ltd  
Ms Elsie Tan  
Friends of the Museums  
Government of India  
Dr Ho Chee Lick & Dr Lubna Alsagoff  
Hokkien Foundation  
Hotel Royal @ Queens  
Dr Hwang Yee Cheau  
Mr Jeffrey Lee Huat Chye  
Mr Joe Grimberg  
Mrs Julia Oh  
Mr Kaikhushru Shiavax Nargolwala  
Mrs Leaena Tambyah  
Mrs Lee Suet Fern  
Mr Lim Swee Say & Ms Elaine Cheong  
Mr Lok Lai Cheng  
Ms Marian Quah Sweet Bee  
Dr Mary Ann Tsao

PAP Community Foundation  
PSA International Pte Ltd  
Dr R. Gangatharan Davar  
Raffles Hotel Singapore  
Dr Roger & Mrs Betty Mariette  
Mr S.R. Nathan  
Ambassador See Chak Mun  
Sembcorp Marine Pte Ltd  
Singapore Chinese Chamber of Commerce & Industry  
Singapore Island Country Club  
Spectrum Management Consulting Pte Ltd  
Stephen Riady Foundation  
Studio Milou Singapore  
The Silent Foundation  
Thekchen Choling (Singapore)  
United Overseas Bank  
Veolia Singapore  
Mr Vinod Mohan Nair  
Wall Your Photos  
Mr YK Chuah  
Zwaan Pte Ltd  
Anonymous Donor

**DISTINGUISHED SUPPORTER OF HERITAGE**

*(Nominees who have loaned artefacts or artworks worth S\$1 million or more, for at least five years or more between 1 Jan and 31 Dec 2015)*

Saigon Chettiars Temple Trust

**SUPPORTER OF HERITAGE**

*(Nominees who have loaned artefacts or artworks worth less than S\$1 million, for at least five years or more between 1 Jan and 31 Dec 2015)*

Mrs Gayatri Roy  
Dr Ma Swan Hoo  
Mr Sarjit Singh S/O Naranjan Singh  
Shirin and Rustom Ghadiali  
Mrs Vivienne Tan

# Scholarships & Awards

**NHB UNDERGRADUATE SCHOLARSHIP**

Miriam Yeo Sze En  
*Bachelor of Arts in English*  
*University of Cambridge, UK*

**NHB POSTGRADUATE SCHOLARSHIP**

Sim Wan Hui  
*Director, Education & Community Outreach*  
*Master of Arts & Cultural Management*  
*University of Melbourne*

**NHB SPONSORSHIP**

Stefanie Tham Xiu Jie  
*Assistant Manager, Education & Community Outreach*  
*MA History of Art and/or Archaeology*  
*University of London, UK*

**JULIA OH-NHB INTERNATIONAL CONTINUING EDUCATION GRANT**

Ian Tan Yuk Hong  
*Manager, Impact Assessment & Mitigation*

Derek Lu Kok Chong  
*Senior Collections Officer,*  
*Heritage Conservation Centre*

**FRIENDS OF THE MUSEUMS (FOM)-NHB HERITAGE GRANT**

Asmah Binte Alias  
*Senior Assistant Director,*  
*Education & Community Outreach*

Lum Jia Yi  
*Assistant Manager (Audience),*  
*Asian Civilisations Museum*

**SINGAPORE-FRANCE SKILLS DEVELOPMENT GRANT**

Charlene Soh Lay Koon  
*Senior Graphic Designer, Asian Civilisations Museum*

Charlotte Chow Jia Min  
*Manager (Collection), Asian Civilisations Museum*

**THE PROF KOH AWARD 2016**

*The Prof Koh Award was established in 2011 to recognise and reward staff innovation and excellence. It is funded through donations from NHB's Honorary Chairman, Professor Tommy Koh.*

» **Most Visited Exhibition 2016:**

Unearthed: Singapore at 25  
Asian Civilisations Museum

» **Best Selling Publication 2016:**

Singapore: Many Races,  
One People  
Celebrating 50 Years of  
Independence  
Singapore Philatelic Museum

» **Best Fund Raising Project 2016:**

Patek Philippe Clock Auction  
National Museum of  
Singapore  
The Peranakan Museum  
Education & Community  
Outreach Division

» **EPIC Award 2016:**

Adeline Tan Chay Kiang  
*PA to Director,*  
*National Museum of Singapore*

Eliza Tan Sor Geok  
*Senior Assistant Director (Finance),*  
*Finance & Procurement*

Sharon Chen Peiling  
*Manager (Audience & Learning),*  
*Asian Civilisations Museum*

Agnes Lau May Ying  
*Senior Visitor Services Officer,*  
*Asian Civilisations Museum*

Soh Pang Ching  
*Senior Collections Officer,*  
*Heritage Conservation Centre*

Siti Suhailah Binte Salim  
*Assistant Conservator (Textiles),*  
*Heritage Conservation Centre*

**LONG SERVICE AWARD 5-YEAR LONG SERVICE**

Alan David Chong  
Jeff Chong Joon Wei  
Herman Yazid Putra  
Abdul Shukur  
Maria Selvi Khoo Joseph  
Melissa Viswani  
Noorashikin Binte Zulkifli  
Tashauna Amanda Dass  
Cherry Thian Huey Jye  
Woo Mun Seng  
Kennie Ting Wei Jin  
Tay May Ling  
Sandra Seow Hwee Peng  
Kong Yi Ling  
Cindy Lau Shin Yee  
Muhammad Helmi Bin Saini  
Soh Pang Ching  
Ng Thian Huat  
Soo Ming Jie  
Tan Teng Phee  
Ian Tan Yuk Hong  
Ng Yong He  
Koh Aik Kuan  
Tan Chun Kiat  
Ismawaty Dewi Binte Jaffar  
Kim May  
Massanisah Binte Masakamis  
Norsaleen Binte Salleh  
Charlene Soh Lay Koon  
Yeo Li Li  
Stephanie Yeow Mei Lan  
Nicole Tan Yingsi

**LONG SERVICE AWARD 10-YEAR LONG SERVICE**

Clement Onn Choon Yu  
Karen Chin Ai Ying  
Robin Liu Sin Kwong  
Mohammad Firdaus Bin Wari  
Salleh Bin Abdul Karim  
Henry Yeo Meng Tee  
Sng Hock Heng  
Shaun Wong Yew Keong  
Jennifer Kit Man Low Quong

**LONG SERVICE AWARD 15-YEAR LONG SERVICE**

Simon Tan Yong Hock  
Ng Yen Peng  
Low Jyue Tyan  
Cheng Tan  
Ng Ching Huei

**LONG SERVICE AWARD 20-YEAR LONG SERVICE**

Idris Bin Salleh  
Mazlan Bin Anuar  
Lim Ai Ling Irene  
Hendrick Tay Eng Siah  
Lee Siew Wah  
Arul Gopal Krishnan  
Khoo Lor Nam

**LONG SERVICE AWARD 35-YEAR LONG SERVICE**

Prithivi Raj  
Hasanah Binte Monet

**LONG SERVICE AWARD 40-YEAR LONG SERVICE**

Tan Chor Koon



# Heritage Grants

RECIPIENTS OF  
HERITAGE PROJECT GRANT

Peranakan Arts Festival  
GenerAsia Limited

Fashion Most Wanted: Singapore's Top Insider  
Secrets From The Past Five Decades  
John Frederick De Souza

RECIPIENTS OF HERITAGE  
PARTICIPATION GRANT

Our Heritage Corridor  
Teck Whye Secondary School

Heritage Corner @BVSS  
Bukit View Secondary School

MAI Heritage Project  
Madrasah Al-Arabiah Al-Islamiah

SCH 50 Celebrations  
(Exposure, Enrichment Education)  
Singapore Chinese Orchestra Company Limited

Mid Autumn Classic Film Screenings on Ann  
Siang Road  
David Lee Fu Nang

International Kai Zhang Convention 2015  
& Po Chiak Keng 140 Years Anniversary  
Po Chiak Keng (Tan Si Chong Su)

Tigers in the Park  
The Literary Centre

Singapore: Nationbuilding  
and Indians' Legacy  
Nathan Anthony

Then & Now pictorial  
Shi Ru Xin

Nasib  
Gunong Sayang Association

Singapore Interpretation (e-book)  
Gan Ee Bee

Pioneer Generation Joint Committee  
Celebrates SG50: Malay/Muslim Pioneers'  
Commemorative Book and Exhibition  
Yayasan MENDAKI

Looking Back - An Entertainer's Heritage  
Nurhuda Bte Mohamed Ali

Ching Yuen Wooi Koon Clan  
Association Website  
Ching Yuen Wooi Koon

Remembering the Past, Celebrating  
the Present, Embracing the Future  
South View Primary School

Changkat Changi Secondary School  
Heritage Corner  
Changkat Changi Secondary School

Hong Kah Secondary School's  
Heritage Corner  
Hong Kah Secondary School

A Study of Singapore Place Names  
Ng Yew Peng

Koko's Island Adventures  
Lydia Lok

Centennial Celebration of King Edward VII Hall  
NUS King Edward VII Hall

Kranji Heritage Trail Brochure  
Kranji Countryside Association

Heritage Gallery at St Gabriel's School  
St Gabriel's Secondary School

Singapore Heritage Short Film Competition  
Singapore Film Society

Greendale is 10!  
Greendale Secondary School

Heritage Gallery @  
St Margaret's Secondary  
St Margaret's Secondary School

National Education Hub @  
ITE College Central  
Institute of Technical Education

Canossian Heritage Gallery  
Canossa Convent Primary School

River Hongbao 2016  
Singapore Federation of  
Chinese Clan Associations

Holding Up Well -  
A Collection of Peranakan  
Chinese Belts and Accessories  
Lim Aik Hoe

My Father Tongue  
Cherie Lim

Homemade  
Sheena Wong Xin Jie

Uncovering "A General History of  
Chinese in Singapore" Seminar  
Singapore Federation of  
Chinese Clan Associations

NTU Heritage Local Trip 2016  
See Yin Kiat

KC Heritage Alcoves  
CHIJ Katong Convent Secondary School

Manjusri Secondary School  
Heritage Gallery  
Manjusri Secondary School

There are Saga Seeds in Our Pockets!  
Maria Binte Mahat

My Singapore Food  
Nah Hui Wah

Website for Po Chiak Keng  
(Tan Si Chong Su)  
Po Chiak Keng (Tan Si Chong Su)

Kranji Heritage Trail (Upgrade of trail markers  
and webpage)  
Kranji Countryside Association

About Kings, Killers and Justice  
M N Swami

RECIPIENTS OF  
HERITAGE RESEARCH GRANT

The Nine Emperor Gods festival in Singapore:  
History, rituals, institutions  
and networks  
Assistant Professor Koh Keng We  
(Nanyang Technological University)

Digital database for archaeological  
remains from Singapore Cricket Club  
Professor John Norman Miksic  
(National University of Singapore)

Archaeology survey and assessment:  
Identifying terrestrial sites and developing  
future framework in Singapore  
Mr Lim Chen Sian  
(ISEAS-Yusof Ishak Institute)

Integrating heritage in Singapore's urban  
development: historic places of worship in  
Telok Ayer, Tanjong Pagar, and Tanjong Malang  
Dr Vivienne Wee  
(Supported by Singapore Heritage Society)

Mortars, renders and plasters composition  
of historic structures built in 20th century  
Singapore: Suitability and durability assessment  
for conservation specifications  
Assistant Professor Yeo Kang Shua  
(Singapore University of Technology and Design)

Tombs in a tropical forest, from the  
Heng San Ting (Eternal Mountain Pavilion):  
New sources for the history of  
Singapore's earliest Hokkien community  
Professor Kenneth Dean  
(National University of Singapore)

RECIPIENTS OF  
MARITIME HERITAGE FUND

Collection of Memoirs of  
Singapore Port Scenes  
Singapore Watercolour Society

Quantum Leap: A Comic About  
Crossing Time, Land & Sea  
Olivia Cheong

When I Grow Up: A Singapore  
Maritime Career Guidance Game  
Winston Tham

# Our Volunteers



**FRIENDS OF  
THE MUSEUMS**

AHMED Imran  
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BAIK Chong Eun  
BAKER Andrea  
BANG Yeon Sil  
BECKER Caroline  
BESSARAB Irina  
BIET Ariane  
BOEY Belinda  
BONARDEL-PETIT Laure  
BROWN Sara  
BRUEREN-VENES Marly  
CAJIGA Valeria Martinez  
CARPENTER Wendy  
CARRASCO Gabriella  
CASANOVA Nicola  
CASAS Amalia  
CERULLI Raffaella  
CHAMPENDAL Anne  
CHAN Charles  
CHAN Clara  
CHAN Mina  
CHAN Sik Mun  
CHANG Margaret  
CHANG Kit Fun  
CHASSAT Claudia  
CHEN Shumin  
CHEONG Elaine  
CHEONG Shobana  
CHIPALKATTI Pallavi  
CHNG Hak-Peng  
CHOE Pauline  
CHONG Yeuk Toh

CHONG Mae  
CHONG Yit Peng  
CHONG Susan  
CHOO Rachel Lucy Eeai  
CHOW Lilian  
CHUA-GUMPERT OiLeng  
CHUANG Joanne  
CLARK Tim  
CLEWING BUSSU Charlotte  
COOPER Merry  
CORBASSON Agnes  
COURCENET Maureen  
CURTIS Annick  
DASGUPTA Sudeepta  
DAVIES Jolie  
DE HENNIN Isabelle  
DE WINTER Marjon  
DEVITRE Seema  
DOUGHERTY Monica  
DUCKWORTH Christiane  
EDWARDS Jennifer  
FERRIN Purni  
FONG Susan  
FOO Kathleen  
FORBES-KELLY Carla  
FURUSE Tomoko  
FUSHIMI Ikumi  
GARNER Eleanor  
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GIELEWSKI Elizabeth  
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GOH Cindy  
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GUICHARD OTWAY Valerie  
GUPTA Roopa Deepak  
GUTIERREZ Anne Marie  
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HARROLD Gisella  
HASHIM Mega Suria  
HELDE Andrea  
HERMES Jennifer  
HILDMANN Astrid  
HINNO Saima  
HO Janus  
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HOFFER Karine  
HOLTE Angelika  
HU Patricia  
HUGHES June  
HUI May  
HUMBLOT Carine  
JAYANTH Veena  
JE Mila  
JEFFREY Lesley  
JEONG SungHee Veronica  
JOHNSON Philippa  
JUNGKUNZ Uli  
KAN Shirley  
KARAYA Rosita  
KAUL Abha Dayal  
KAWAMATA Makiko  
KEK Angela  
KELLER Elke  
KENNEDY-COOKE Alison  
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LAWSON Mo  
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LEE Kim Choon Peggy  
LEE Kim Lian Rosie  
LEE Kok-Sing Patrick  
LEE Mabel  
LEGER Tania  
LEONG Lee Chiew  
LEOW Chin-Lee  
LIENARD Jordane  
LIEW Moon Lee Caroline  
LIM Yuen Ping  
LIM Chey Cheng  
LIM Barbara  
LIM Cheang Yee Angela  
LIMPO Geraldine  
LOH Mei Yoke  
LONG Fung  
LOW Patricia  
MAH Barbara  
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# Our Volunteers



McBRIDE Marie  
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MEEUS Laurence  
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MONNERAT Catherine  
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NAIR Vidhya  
NAYIR Ely  
NG Doreen  
NG Beng Hua Angela  
NGOH Tee Bok William  
NIKMO Aria  
NOLD Maya  
OH Amber  
OH Janice  
ONG Constance  
ONG Pauline  
ONG Gwen  
ONG Michelle  
PADHYE Zareen  
PARRY Angela  
PEH Sylvia  
PEH-YUE Angeline  
PERNG Anne  
PETERS Meena  
PHUAH Florence  
PINARD Severine  
POH Lip Hang  
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POURPRIX Viviane

PUSHKARNA Sukanya  
QUANCE Jessie  
QUANT Julie  
RAJKUMAR Mary  
RAMASWAMI Neena  
RAMPAL Pia  
RODRIGUES Anne Pinto  
RUANO Irma  
SADAVARTE Shweta  
SADLER Susan  
SAGNAK Asli  
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SCHALK Vidya  
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SEAH David  
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SIEW Wai Leen  
SILBERSTEIN Sabine  
SIM Sock Yan  
SINGER Coleen  
SINGH Priyanka  
SMET Christine  
SOCHA Laura  
SOH Nicholas  
SOH Jane  
STETTLER Marina  
STRATTON Clare  
SUGIMURA Miyako  
TAICHER Mery  
TAN Florence  
TAN Lorena  
TAN Shook Fong

TAN Siok Cheng  
TAN Aik Ling  
TAN Rosalind  
TAN Henry  
TAN Eugene  
TAN Su Ling  
TAN Shook Fong  
TAN Aik Ling  
TANG Siew-Ngho  
TAY Bee Wah  
TAY-PHUAH Kuo  
Ann Florence  
TEO Poh-Har Karen  
THAM Madeleine  
THAYIL Marina  
THNG Jacqueline  
THOMAS Premoj  
THOMPSON Susan  
TONG Catalina  
TROMBERT Nathalie  
TYEBALLY Ramlah  
VAN DER SLUIS Mirjam  
VAN MAMEREN Anneke  
VEERAGANTA Mangalam  
VIG Shashi  
WAIT Cassie  
WEE Betty  
WEE Wah Keow Rosie  
WEEKS Nimmi  
WELCH Patricia Bjaaland  
WHITE Hilary Ann  
WHITE Fiona  
WIEGELE Larissa  
WIHMAN Liisa  
WILLIAMS Jody  
WISKERKE Sheryl  
WONG Li-Juan

WONG Susan  
WONG Chee Sing  
WONG Debbie  
WONG Kate  
WONG Chee Sing  
WOON Sook Yin Jillian  
WOON Janis  
WRIGHT Jo  
WU Leah  
XATART Stephanie  
YARMUT Ronit  
YOON Lai Cheng Jenny  
YUDISTIAWAN Wahyu  
Perdana  
ZAIDI Mahwish

**FRIENDS OF THE MUSEUMS  
JAPANESE DOCENTS**

ADACHI Jay  
AKAHORI Etsuko  
DOUGLASS Etsuko  
DREDGE Julia  
FALCK Tomomi  
FUJII Tomoko  
FUJITA Sayaka  
FUJITA Keiko  
FURUTA Sachiko  
FUSHIMI Ikumi  
FUTATSUKI Ami  
HAMASAKI Kiyomi  
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HASHIMOTO Junko  
HENRY Kumi  
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IMAMURA Megumi

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ITO Masako  
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IWASAKI Midori  
KAIZU Tomoko  
KAKIHARA Minako  
KAMATA Kaori  
KANAOKA Yoshiko  
KARASAWA Yuko  
KARIMA Hiromi  
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KATAHIRA Toshiko  
KATO Akiko  
KATO Mona  
KATSUNO Hikari  
KAWAI Yoko  
KAWAMATA Makiko  
KIRA Satoko  
KOJIMA Akiko  
KOKUBU Hiroko  
KOTANI Kaori  
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KURAMOTO Kana  
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MORISAKO Noriko  
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MANDARIN DOCENTS

ANG Bee Lian  
ANG Keng Chuan  
CHAN Sok Fen  
CHANG Jian Quan  
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CHENG Poh Fah  
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CHIA Lai Peng, Stella  
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GOH Swee Geok  
HO Hwee Tin, Rebecca  
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JINGGA Rusanna  
KHOO Siew Gim  
KHOO Tham Hoon  
KOH Soo Hoon  
KOK Yuet Heng  
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KWANG Lily  
LAU Ruo Lin, Evelyn  
LEE Kok Leong  
LEE Tee Han  
LEE Wei Seng, Eddie  
LEONG Sow Ling  
LI Yang, Luna  
LIEW Fui Lian  
LIM Bee Lay, Mary  
LIM May Lang, Louise  
LIM Siew Tin

LIM Soh Koong  
LONG Chin Peng  
LOW Kah Meng  
LOW Kian Mong  
LOY Siang Teng  
LUM Yuit Har  
LUO Xi  
MAK Ho Wai  
MAO Kawn Hwa  
MING Shasha  
NG Guat Choon  
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NG Kok Chwan  
NG Koon How  
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ONG Poh Keng  
ONG Pui Hoon  
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SIM Kelvin  
TAN Boon Piang  
TAN Giok Sun  
TAN Hiok Chin  
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TAN Yang  
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TAY Geok Eng

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TEOW Chiow Hua  
THE Liok Tjwan  
TNG Geok Khim  
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WANG Meixin  
WANG Xiao Pei, Sharon  
WANG Xiao Zhuo, Bruce  
WONG Mui Juan  
XIE Dongming  
XU Yin, Amanda  
YANG Hong Xian  
YAP Guan Kwee, David  
YAP Hwee Suan  
YEN Chinn Leii  
YEO Bee Lan  
YEO Chor Hoon  
YEO Yeow Kwang  
YONG Foong Lan  
YONG Foong Yee Florence  
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ZHAO Bao Zong (Dr)  
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CHIA Lai Peng, Stella  
CHOO Ah Wah  
CHOW Kwee Keow, Anna  
CHOW Wai Lee  
CHUA Poh Leng  
FONG Pick-Huei  
GOH Tock Woo  
HAU Chan Yen, Renate

HENG Puay Siang, Rebecca  
HO Wei Ling  
HONG Lai Sim  
HUANG Weiqing  
HUANG Xiao Zhuang  
JIA Minsha  
LAU Mou Khum  
LEE Hee Boy  
LEE Pei Lih  
LIEN Wen Sze  
LIM Bee Furn  
LIM Bee Lay, Mary  
LIM Siew Wee  
LIM Soh Koong  
LIM Swee Jee  
LIONG Kit Yin  
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LONG Chin Peng  
LOW Kian Mong  
MAK Check Hong  
NG Bee Yian  
NG Chee Chian, Eddie  
NG Hui Miang  
NG Kok Chwan  
ONG Tiong Eng  
QUEK Siow Kai  
RONG Yi Yi, Stella  
SEOW Siew Bee  
SHIAU Michelle  
SIM Soon Huat  
TAN Hui Kheng  
TAN Wan Lin  
TAN Boon Piang  
TAN Chong Poh  
TAN Siew Hoon  
TAN Tai Suang, Maria  
TAY Geok Eng, Ivy



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WANG Horng Ru, David  
WONG Wing, Pamela  
WONG Mui Juan  
YAP Jess  
YEN Chinn Leii  
YEO Poong Poh  
YEO Bee Lan  
YEONG Siew Chang  
YONG Florence  
YONG Foong Lan  
ZHANG YuHua

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BELSKAYA Olga  
BIN Bridgette  
CHAI Tng Khin  
CHAN Mina  
CHAN Ying Lock, Robert  
CHAN Yun Hol  
CHANDRAMULJANA Cynthia  
CHEAR Marina  
CHEN JA Jean  
CHEN Ruth  
CHENG Min  
CHERN Siou Eng  
CHEW Marissa  
CHEW Shu Feng, Mabel  
CHIA Bee Lian  
CHIANG Karen

CHIN Swee Tin  
CHNG Hak Peng  
CHONG Yeow Foong, Kelly  
CHONG Mian Hwee  
CHOO Ban Nee  
CHOON Soon Wah, Roland  
CHOW Alfred  
CHOY Kah Wai  
CHUA Clare  
CHUA Yvonne  
CHUANG Tiffany  
CHUI Wai Cheng  
CHUNG Georgina  
DONOUGH-TAN Gerardine  
FONG May Lan  
FOO Willy  
FU Leonard  
GAN Chee Hiong  
GOH Eric  
GUAH Darissa  
HEEREMANS Kit  
HO Kevin  
HO Poh Lan  
HODGSON Craig  
HOGAN Juniper  
HOGAN Michael  
HOOL Kate  
HOON Sue  
DIACONESCU Horia  
HWA Kia Min  
JAYOS Mona  
KAPIC Adna  
KAY Chew Lin  
KHANNA Sanjay

KHO Joan  
KIM Ouiyoung  
KOE Pak-Juan  
KOH Edna  
KOH Lilian  
KUM Isabel  
KUMARASAMY Sandra  
KWAN Sonia  
KWEK Lorraine  
LAI Yee Ling  
LAM Denise  
LAM Ida  
LAU Kim Seng  
LAU Diana  
TAN Jimmy  
LEE Inn Siew  
LEE Lan Yong  
LEE Sean  
LEE Seow Chong  
LEE Teik Yoong  
LEONG Stephen  
LEOW Pek Hia  
LI Yan Shan  
LIEW Rodney  
LIM Joselin  
LIM Karen  
LIM Simon  
LIM Wee Kiat  
LIM Yue Feng  
LIM Jennifer Veronica  
LIM Shiok Hoon Joyce  
LIM Xinyuan Joanne  
LOO Vanessa  
LOO Connie

LOUIS Lionel Jonathan  
LOW Tara  
LOW Boon Chin  
LOW Ee Lang Elaine  
LOW Jean  
LOW Ming Hwee  
LOW Zhi Qi  
MA Swan Hoo  
MAHAT Zuraidah  
MAK Check Hong  
MOCK Belinda  
MOK Ellen  
MORALES Angelo  
NEO Kristie  
NETTO Sunita  
NG Ee Koon  
NG Leonard  
ONG Chah Yiin  
ONG Dominic  
ONG Eng Hui  
ONG Irene  
ONG Sharon  
OOI Sebastian  
OON Regina  
OW YEONG Wai Mang  
PANG Cecilia  
PEH Kylie  
PHUA Celeste  
POK Irene  
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SIM Chor Koon  
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SOON Kah Hwee  
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TAN Anne  
TAN Belinda  
TAN Boon Piang  
TAN Charlene  
TAN Chee Hian  
TAN Cindy  
TAN Elaine  
TAN Helen  
TAN Howe Siang  
TAN Hui Kheng  
TAN Khai Yuen  
TAN Puay Lee, Kerry  
TAN Rachel  
TAN Sheau Yin  
TAN Teck Ngee  
TAN Yam Hua Gertrude  
TAN Yew Guan  
TAN Yoke Yuan Vivienne  
TANG Chong Wing  
TAY Siew Khim  
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TENG Enid  
THNG Esther  
TJHI Wilson  
TOH Willy  
TSAI Jean  
VAN DER VEN Christine  
VARAPRASAD Chitra  
WEE Soon Ann Raymond  
WEI Kaiying  
WELCH Patricia  
WONG Oriana  
WONG Yau  
WONG Genevieve  
WONG Judy  
WONG Lily  
WONG Woon Wai  
YAP Jo Lin  
YEH Tsuei-Hua Tracey  
YEO Wee Ping  
YEO-ONG Gak Tong, Jean  
YEUNG Lee  
YICK Penny  
YONG Yannie  
YUDISTIAWAN Wahyu  
Perdana  
ZHUANG Victor

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DOCENTS\***

Adelenne Loke  
Hafiz Rashid  
Haji Morni Sulaiman  
Jaafar Shafaat  
Mehbuba Qureshia Syed  
Noorjahan Kamaruddin  
Priscilla Ho  
Rosni Hassin

**INDIAN HERITAGE CENTRE  
DOCENTS\***

Krishnasamy Bhavani  
Png Gek Lee  
Samynathan Roshini  
Shamala

**NATIONAL MUSEUM OF  
SINGAPORE VOLUNTEERS\***

Caroline Wan  
Catherine Ng  
Darien Tock  
Ho Su Siew  
Low De Wei  
Valerie Tietjen

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SITES AND MONUMENTS  
DIVISION VOLUNTEERS**

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CHUA Lydia  
HARRIS Catherine  
HOFFER Karine  
KEK Wendy  
KHO Joan  
KIM Quiyoung  
KOH Li Hong  
LEE Elton  
LEE Peggy  
LEE Ai Ling  
LEONG Yee Ting  
LI Ling  
LIEW Kwong Chin  
LOW Zhiqi  
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NABARRO Ariane  
NG Heok Joo  
PARRY Angela  
SAM Yun-Shan  
SEAH David  
SOO Wai Man  
SOON Kah Hwee  
SOON Kenneth

TAN Charlene  
TAN Gertrude  
TAN Hui Kheng  
TAY Fabian Jude  
TONG Catalina  
TSAI Jean  
WEE Betty  
WEE Raymond  
WONG Eva  
WONG Jill  
WOODMANSEE Rosanne  
YEO Alvin  
YUEN Jillian

**LANGUAGE CAMPAIGNS  
VOLUNTEERS**

Tam Chingyi  
Tan Lijia Gloria

**OTHER VOLUNTEERS**

all things Bukit Brown  
Geylang Serai Integration and  
Naturalisation Champions  
My Community  
Nanyang Technological  
University Heritage Club

National University of  
Singapore History Society  
Singapore Armed Forces  
Veterans League  
Taman Jurong Integration  
and Naturalisation  
Champions  
Tiong Bahru Heritage  
Volunteers

*\*Docents from Museum Volunteers Singapore and Friends of the Museums who guide at the Malay Heritage Centre, Indian Heritage Centre or National Museum of Singapore have been recognised and listed under their respective groups.*





**CULTURE / HISTORIC SITES / ART  
/ PEOPLE'S LEGACY / KNOWLEDGE /  
COMMUNITIES / PLACE-MAKING  
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/ MEMORIES / DOCUMENTATION /  
HERITAGE TRAILS / ARTEFACTS  
/ ENGAGEMENT / CURATION / TANGIBLE  
& INTANGIBLE HERITAGE / MONUMENTS /  
PRIDE & OWNERSHIP / PAST / CULTURAL  
TREASURES / FUTURE / PEOPLE'S  
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/ BUILT HERITAGE / IDENTITY / FILM /  
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**CULTURE / HISTORIC SITES / ART  
/ PEOPLE'S LEGACY / KNOWLEDGE /  
COMMUNITIES / PLACE-MAKING  
/ PRESERVATION / EDUCATION RITUALS  
& TRADITIONS / HISTORY / CO-CREATION**



# FINANCIAL **STATEMENTS**

NATIONAL HERITAGE BOARD  
**ANNUAL REPORT 2015/2016**





# OUR MANDATE

## VISION

### **Pride in our Past, Legacy for Our Future**

Singaporeans who know and understand our history, and cherish the importance of leaving legacies toward a shared future.

## MISSION

### **To preserve and celebrate our shared heritage**

NHB undertakes the roles of safeguarding and promoting the heritage of our diverse communities, for the purpose of education, nation-building and cultural understanding.

## VALUES

### **Excellence**

We strive to achieve the highest standard of professionalism in our work, constantly developing our core competencies and improving the quality of our service.

### **Passion**

We are committed to and proud of what we do, believing strongly in the importance of our culture and heritage.

### **Integrity**

We adhere steadfastly to a strict ethical code, respecting every individual and working as a team.

### **Creativity**

We adopt an original and innovative approach to all we do, engaging in meaningful collaborations with our stakeholders.





# CORPORATE INFORMATION

## NATIONAL HERITAGE BOARD

Mr Ong Yew Huat  
Chairman,  
National Heritage Board

Associate Professor Derek Heng  
*Humanities & Head of Studies (History), Yale-NUS College*

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*Artistic Director, Singapore Repertory Theatre*

Mrs Kelyvna Chan  
*Divisional Director, Curriculum Planning & Development 2, Ministry of Education*

Mr Michael Tay  
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*Group Chief Executive Officer, Eu Yan Sang International Limited*

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*Chief Executive Officer, National Heritage Board*

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*Senior Lecturer, Department of Malay Studies, National University of Singapore*

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*Managing Director, CIAP Architects Pte Ltd*

Mr Vincent Hoong  
*Registrar, Supreme Court of Singapore*

Mr Warren Fernandez  
*Editor, The Straits Times, Singapore Press Holdings*

Mr Zahidi Abdul Rahman  
*Architect, Zahidi AR Arkitek*

We sincerely thank Ms Chang Hwee Nee, Ms Ho Peng, and Mrs Lee Suet Fern for their valuable contributions.

## ASIAN CIVILISATIONS MUSEUM ADVISORY BOARD

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CEO,  
*The Choep Group Pte Ltd*

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*Director, Daniel Teo & Associates Pte Ltd*

Mr Timothy Chia  
*Chairman, Hup Soon Global Corporation Pte Ltd*

Mr Whang Shang Ying  
*Executive Director, Lam Soon Singapore Pte Ltd*

We sincerely thank Mrs Lee Suet Fern, Ms Angel Wiluan, Mrs Cecilia Kwek, Mr Eduardo Ramos-Gomez, Ms Elaine Cheong, Ms Margaret Chew, Dr Mary Ann Tsao, Mrs Michelle Cheong and Professor Prasenjit Duara for their valuable contributions.

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*Group Chief Executive Officer, Eu Yan Sang International Limited*

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*Department of History, National University of Singapore*

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*Director, National Archives of Singapore; & General Counsel, National Library Board*

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Brigadier-General Kenneth Liow  
*Chief Armour Officer, Ministry of Defence*

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*Director, Tampines Town Hub, People's Association*

We sincerely thank Mr Baey Yam Keng, Mrs Betty Chen, Mr Edward Chia, Mr Eli Manasseh (Nash) Benjamin, Ms Lee Huay Leng and Mrs Vivienne Tan for their valuable contributions.

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Singapore General Hospital*

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National Heritage Board*

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*St Andrew's Junior College*

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Cluster Director, Competition &  
Resilience Development,  
*Infocomm Development Authority  
of Singapore*

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*Singapore Post Ltd*

We sincerely thank Mrs Jean Sng and  
Ms Angelita Teo for their valuable  
contributions.

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*Parliamentary Secretary,  
Ministry of Education and Ministry  
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*Deputy Head of the Asian  
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National Institute of Education,  
Nanyang Technological University*

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*Assistant Director,  
Malay Language,  
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Ministry of Education*

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*Malay Language Teachers'  
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National University of Singapore*

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Lecturer,  
*National Community Leadership  
Institute*

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*Malay Broadcast Division,  
MediaCorp*

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Executive Editor,  
*Malay News & Current Affairs,  
MediaCorp*

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School of Design and Environment*

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Ang Mo Kio GRC*

Dr Jazlan Joosoph  
*Specialist, Obstetrics and  
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Raffles Women's Centre,  
Raffles Hospital*

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*Editor, Berita Harian / Berita Minggu,  
Singapore Press Holdings*

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*Representing ASAS 50;  
& Teacher,  
Naval Base Secondary School*

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Mr Sujimy Mohamad  
*Managing Director,  
Screenbox Pte Ltd*

Mr Zaqy Mohamad  
*Member of Parliament,  
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## PRINCIPAL BANKER

DBS Bank Ltd  
Maybank

## CHARITY & IPC STATUS

### National Heritage Board

UEN No: S95CC1067K  
Charity Registration Date:  
28 January 1995  
Establishment Date:  
1 August 1993

### National Heritage Fund

UEN No.: T03CC1717K  
Charity & IPC Establishment Date:  
1 August 2003  
Effective Period:  
1 August 2011 to 31 July 2014  
Renewed Effective Period:  
1 August 2014 to 31 July 2017

### Preservation of Monuments Fund

UEN No.: T03CC1669C  
Charity & IPC Establishment Date:  
21 March 2003  
Effective Period:  
1 January 2016 to 31 December 2017



# CORPORATE INFORMATION

## PROMOTE MANDARIN COUNCIL

Mr Seow Choke Meng  
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*Business Consultant, Chinese Media Group & Times Properties, Singapore Press Holdings Ltd*

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Mr Charles Ho Nai Chuen  
Managing Director,  
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*Mandate Advertising International Pte Ltd*

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Senior Writer, *The Straits Times*,  
*Singapore Press Holdings Ltd*

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*Skills Development Division, Singapore Workforce Development Agency*

Mr Nah Juay Hng  
Group Director, Engagement Cluster – Arts & Culture,  
*People's Association*

Mr Ng Keng Song  
District Head, Pre-School Management Division,  
*PAP Community Foundation*

Mr Ng Siew Quan  
Partner,  
*PriceWaterhouseCoopers LLP; Chairman, Finance Committee, Singapore Chinese Chamber of Commerce and Industry; & Honorary Treasurer, Singapore Chinese Cultural Centre*

Mr Pang Choon How  
Director, Mother Tongue Languages, Curriculum Planning & Development,  
*Ministry of Education*

Ms Rebecca Yap  
Assistant Vice President,  
*Chinese Programming, Radio MediaCorp*

Dr Tan Chee Lay  
Deputy Executive Director and Lecturer,  
*Singapore Centre for Chinese Language*

Mr Wan Shung Ming  
Executive Director,  
*Tin Sing Goldsmiths Pte Ltd; & Chairman, Cultural Committee, Singapore Federation of Chinese Clan Associations*

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Ms Judith d'Silva  
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*Deputy Director (Engagement Dept), NEXUS*

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Mr Benjamin Lee  
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Ms Eliza Teoh  
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*Bubbly Books Pte Ltd*

Mr Ian Yap  
Assistant Director, Public Libraries Services Group  
*National Library Board*

Mr Jeffrey Low  
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Mr Kenny Leck  
Co-Founder and Co-Owner,  
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Dr Ludwig Tan  
Vice-Dean  
*(School of Arts & Social Sciences), SIM University*

Mr Peh Wee Leng  
Director  
*(School of Business & Services), ITE College West*

Mdm Sharifah Sakinah Ali Alkaff  
Director (Youth Development),  
*Yayasan MENDAKI*

Mr Simon Charles Reynolds  
Deputy Director, English Language and Literature Branch, Curriculum Planning and Development Division,  
*Ministry of Education*

Mrs Susan Chan  
MOE Associate & Lead Consultant,  
*English Language Institute of Singapore*

Mr Yeow Kai Chai  
Director, Singapore Writers Festival,  
*National Arts Council*

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*Vice- Chairman, Mini Environment Service Pte Ltd*

Mr R Rajaram  
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*Director (Office of Admissions), National University of Singapore*

Mr Naseer Ghani  
Vice- Chairman  
*HOD (PE/CCA), New Town Primary School; & Chairman, Singapore Kadayanallur Muslim League*

Mr Narayana Mohan  
Vice-Chairman  
*Senior Partner, Natarajan & Swaminathan-Certified Public Accountants; & Chairman, Singapore Indian Chamber of Commerce and Industries*

Mr J Manikavachagam  
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Subject Head,  
*National Junior College*

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*Tamil Language & Cultural Society*

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*National University of Singapore*

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*National Library Board*

Mr M Thilagaraja  
Programming Director,  
*Indian Broadcast Division, MediaCorp*

Ms Pushpalatha Devi Naidu  
Associate II (Engagement),  
National Library Board

Mr Raj Kumar Chandra  
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Little India Shopkeepers and  
Heritage Association

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General Secretary,  
Singapore Tamil Teachers' Union

Ms Susila Ganesan  
Director/Lawyer,  
Justlaw LLC

Mr Seeni Jaafar Ghany  
Director,  
Bizmatrix Asia Pte Ltd

Mr T Venugobal  
Assistant Director (Tamil Language  
Unit, CPDD), Ministry of Education;  
& Secretary, Tamil Language  
Learning and Promotion Committee

Mr V Pandiyan  
Assistant Director, Community  
Justice and Tribunals Division,  
State Courts;  
& General Secretary,  
Tamils Representative Council

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Group Director,  
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Forum Architects Pte Ltd

Ms Wo Mei Lan  
Director,  
Liu & Wo Architects Pte Ltd

Mr Wong Mun Summ  
Joint-Founding Director,  
WOHA Architects Pte Ltd

We sincerely thank Mr Siew Man  
Kok, Mr Tan Puay Hiang and  
Mr Vincent Hoong for their  
valuable contributions.

#### **HERITAGE ADVISORY PANEL**

Professor Brenda Yeoh  
Chair  
Dean, Faculty of Arts and  
Social Sciences and Professor,  
Department of Geography,  
National University of Singapore

Professor Kwok Kian Woon  
Deputy Chair  
Professor of Sociology  
Nanyang Technological University

Mr Eric Chin  
Director,  
National Archives of Singapore

Associate Professor Goh Beng Lan  
Department of  
Southeast Asian Studies,  
National University of Singapore

Dr Koh Keng We  
Assistant Professor, School of  
Humanities and Social Sciences,  
College of Humanities,  
Arts and Social Sciences,  
Nanyang Technological University

Mr Leong Weng Kam  
Senior Writer,  
The Straits Times

Mr Ler Seng Ann  
Group Director,  
Development Services,  
Urban Redevelopment Authority

Associate Professor Rajesh Rai  
South Asian Studies and  
Assistant Director,  
Institute of South Asian Studies,  
National University of Singapore

Dr Yeo Kang Shua  
Assistant Professor,  
Department of Architecture  
and Sustainable Design,  
Singapore University of Technology  
and Design

Mr Zahidi Bin Abdul Rahman  
Principal Architect,  
Zahidi A.R. Arkitek

#### **HERITAGE GRANTS EXTERNAL ASSESSMENT PANEL**

Dr Chua Ai Lin  
President,  
Singapore Heritage Society

Mr Kelvin Ang  
Director, Conservation  
Management Department,  
Conservation and Urban Design  
Group

Dr Noor Aisha Bte Abdul Rahman  
Associate Professor & Head of  
Department of Malay Studies,  
National University of Singapore

Dr K. Ramamoorthy  
Senior Lecturer, Republic  
Polytechnic;  
& Chairman, Indian Activity  
Executive Committees Council  
[Narpani Pearavai], People's  
Association

Mr Wan Shung Ming  
Council Member,  
Singapore Federation of  
Chinese Clan Associations;  
& Executive Director, Tin Sing  
Goldsmiths Pte Ltd

We sincerely thank Mr Arun  
Mahizhnan, Mr Choo Thiam Siew,  
Mr Kua Bak Lim and Ms Lena Lim for  
their valuable contributions.

#### **NATIONAL COLLECTION ADVISORY PANEL**

Professor Tan Tai Yong  
Chairman  
Executive Vice-President,  
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Yale-NUS College

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Dean, Faculty of Arts and  
Social Sciences,  
National University of Singapore

Associate Professor Derek Heng  
Humanities &  
Head of Studies (History),  
Yale-NUS College

Associate Professor Goh Beng Lan  
Department of  
Southeast Asian Studies,  
National University of Singapore

Dr Jack Tsen-Ta Lee  
School of Law,  
Singapore Management University

Dr June Yap  
Independent Curator

Mr Kwa Chong Guan  
Senior Fellow, S. Rajaratnam School  
of International Studies,  
Nanyang Technological University

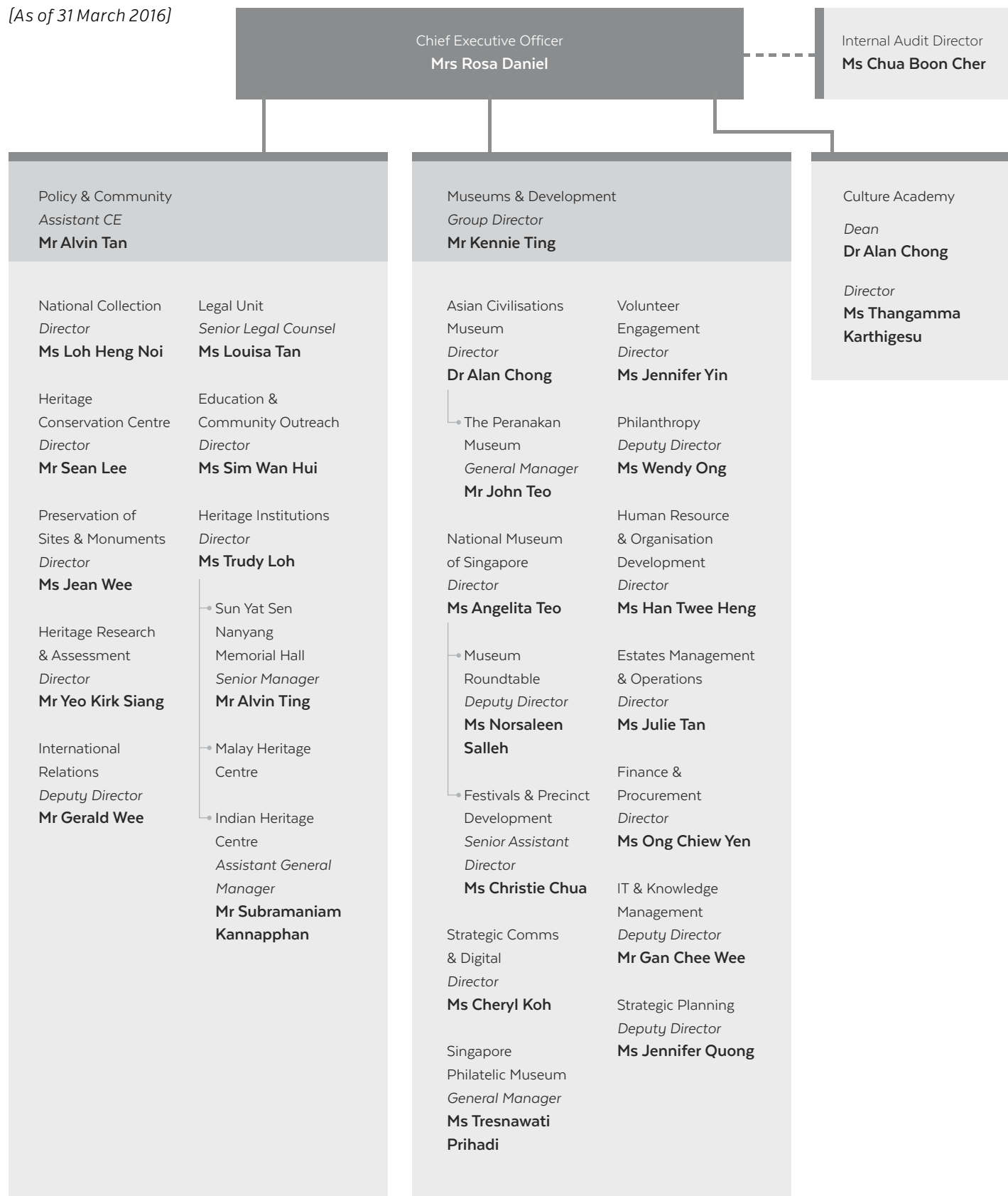
Professor Kwok Kian Woon  
Professor of Sociology  
Nanyang Technological University

Mr Milenko Prvacki  
Senior Fellow,  
Office of the President,  
LASALLE College of the Arts



# ORGANISATIONAL STRUCTURE

[As of 31 March 2016]



# CORPORATE GOVERNANCE

## BOARD MATTERS

The NHB Board consists of 13 independent members drawn from the public and private sectors. The Board guides NHB towards achieving its vision, mission and strategic objectives, ensures good corporate governance, approves optimal use of NHB's budget, and reviews management performances.

The Board meets regularly, at least once every quarter, to advise on the strategic policies of NHB, approve the annual budget, and review the performance of NHB based on quarterly and full-year results. Management engages the Board to discuss and seek advice on significant issues. Board members are provided with sufficient information prior to the Board meeting. Minutes of Board meetings are recorded, and Board members are kept informed and updated on all major developments.

The current Board will serve from 1 August 2015 to 31 July 2017.

## BOARD COMMITTEES

### 1) APPOINTMENTS & REMUNERATION COMMITTEE

Mr Ong Yew Huat (Chairman)  
Mr Richard Eu (Member)  
Mrs Kelvyna Chan (Member)  
Mr Vincent Hoong (Member)  
Mrs Rosa Daniel (Member – ex-officio)

### 2) AUDIT AND RISK COMMITTEE

Mr Paul Ma (Chairman)  
Mr Patrick Lee (Member)  
Mr Michael Tay (Member)  
Mr Vincent Hoong (Member)

### 3) DEVELOPMENT COMMITTEE

Mr Zahidi Abdul Rahman (Chairman)  
Mr Chew Keat Chuan (Member)  
Professor Heng Chye Kiang (Member)  
Mr Kelvin Ang (Member)  
Mr Loh Lik Peng (Member)

### 4) PRESERVATION OF MONUMENTS FUND (PMF) MANAGEMENT COMMITTEE

Mr Tham Tuck Cheong (Chairman)	Appointed 1 July 2009
Mr Mok Wei Wei (Deputy Chairman)	Appointed 1 Dec 1999
Mr Ler Seng Ann (Member)	Appointed 1 Jan 2009
Mr Siew Man Kok (Member)	Appointed 1 Dec 2007 (term ended 31 Jul 2015)
Mr Vincent Hoong (Member)	Appointed 1 Dec 2005 (term ended 31 Jul 2015)
Mr Tan Puay Hiang (Member)	Appointed 1 July 2009 (term ended 31 Jul 2015)
Mr Shankar N Ramasamy (Member)	Appointed 1 July 2009
Mr Chew Keat Chuan (Member)	Appointed 1 Feb 2010
Mr Tan Kok Hiang (Member)	Appointed 1 Aug 2013
Dr Johannes Widodo (Member)	Appointed 1 Aug 2013
Mr Tan Boon Khai (Member)	Appointed 1 Jan 2016
Mr Fong Hoo Cheong (Member)	Appointed 1 Jan 2016
Ms Wo Mei Lan (Member)	Appointed 1 Jan 2016
Mr Wong Mun Summ (Member)	Appointed 1 Jan 2016



# CORPORATE GOVERNANCE

## LEGAL

NHB's in-house Legal Services Unit provides advice on all legal matters such as the drafting/vetting of contracts and Memorandums of Understanding [MOUs] that support the work of the NHB ranging from the procurement of goods and services to the acquisition or loan of artworks and artefacts, interpretation of legislation, advising on regulatory issues relating to the preservation of national monuments, and advising on issues pertaining to intellectual property and copyrights.

## INTERNAL AUDIT

The Internal Audit function is managed in-house and is an independent function that reports directly to the Chairman of the Audit and Risk Committee. The Internal Audit department reviews operations and support functions of NHB to provide assurance to the Board that internal controls are adequate and effective in all key financial and operational systems and processes. It furnishes Management with audit observations, analysis, appraisals and recommendations on areas for improvement and monitors the follow-up actions.

## FINANCIAL MANAGEMENT AND CONTROL

NHB has adopted an overall control framework that ensures that assets are safeguarded, proper accounting records are maintained and financial information is reliable. The framework includes:-

- An organisation structure with clearly defined authority and delegation limits approved by the Board for procurement and other financial matters;
- Annual budgeting and quarterly financial reporting to senior management levels and to the Board to control and regularly monitor the use of funds;
- Compliance with the provisions of the National Heritage Board Act [Chapter 196A], Singapore Financial Reporting Standards for Statutory Boards, Code of Governance for Charities and Institutions of a Public Character, and Government Instruction Manuals for policies and procedures relating to financial controls.

## MANAGEMENT OF THE NATIONAL COLLECTION

NHB has an overall framework for managing the National Collection covering the acquisition, day-to-day management and de-accessioning of objects, as well as record keeping and accounting for objects. In particular, the framework includes:

- Clearly defined approving authorities delegated by the Board for the acquisition and de-accessioning of objects from the National Collection. Minister for Culture, Community and Youth's approval is also required for the de-accessioning of objects of significant national or historical significance from the National Collection.
- Quarterly reports to the Board on the utilisation of the acquisition budget and acquisitions to the Collection.

The framework complies with the provisions of the National Heritage Board Act [Chapter 196A] on the policies and procedures relating to financial controls and the management of assets.

## CONFLICT OF INTEREST POLICY

The National Heritage Board has in place a conflict of interest policy that covers both Board members as well as staff. The documented procedures require Board members and staff to make a declaration of actual or potential conflict of interest situations at the start of their term of office and at the start of their employment respectively. Board members and staff are thereafter required to make such declarations on an annual basis or ad hoc basis as the need arises.

# STATEMENT BY BOARD MEMBERS

For the financial year ended 31 March 2016

In our opinion,

(a) the accompanying financial statements of the National Heritage Board (the “Board”) and its subsidiaries (the “Group”) set out on pages 12 to 63 are drawn up so as to present fairly, in all material respects, the state of affairs of the Group and of the Board as at 31 March 2016 and the results and changes in capital and reserves of the Group and the Board and cash flows of the Group for the financial year then ended in accordance with the provisions of the National Heritage Board Act [Chapter 196A], Singapore Charities Act [Chapter 37] and Statutory Board Financial Reporting Standards [“SB-FRS”]; and

(b) at the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due.

The Members of the Board have on the date of this statement, authorised these financial statements for issue.

On behalf of the Board



**Ong Yew Huat**  
Chairman



**Rosa Daniel**  
Chief Executive Officer



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD OF NATIONAL HERITAGE BOARD

For the financial year ended 31 March 2016

## Report on the Financial Statements

We have audited the accompanying financial statements of National Heritage Board (the “Board”) and its subsidiaries (the “Group”) set out on pages 12 to 63, which comprise the balance sheet of the Group and the Board as at 31 March 2016, the statements of comprehensive income, and statements of changes in capital and reserves of the Group and the Board and the consolidated statement of cash flows of the Group for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the National Heritage Board Act [Chapter 196A] (the “Act”), Singapore Charities Act [Chapter 37] and Singapore Statutory Board Financial Reporting Standards (“SB-FRS”), and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

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

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

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

### *Opinion*

In our opinion, the consolidated financial statements of the Group and the balance sheet, statement of comprehensive income and statement of changes in capital and reserves of the Board are properly drawn up in accordance with the provisions of the Act, Singapore Charities Act [Chapter 37] and SB-FRS so as to present fairly, in all material respects, the state of affairs of the Group and the Board as at 31 March 2016, and the results and the changes in capital and reserves of the Group and the Board and cash flows of the Group for the financial year ended on that date.

## Report on Other Legal and Regulatory Requirements

### *Management's Responsibility for Compliance with Legal and Regulatory Requirements*

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE BOARD OF NATIONAL HERITAGE BOARD

For the financial year ended 31 March 2016

## Report on Other Legal and Regulatory Requirements [continued]

### *Auditor's responsibility*

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

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

### *Opinion*

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the year are, in all material respects, in accordance with the provisions of the Act.
- (b) proper accounting and other records have been kept, including records of all assets of the Board and of those subsidiaries incorporated in Singapore of which we are the auditors whether purchased, donated or otherwise.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

- (a) the use of the donation moneys was not in accordance with the objectives of the National Heritage Fund and Preservation of Monuments Fund as required under Regulation 16 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the National Heritage Fund and Preservation of Monuments Fund have not complied with the requirements of Regulation 15 [Fund-raising expenses] of the Charities (Institutions of a Public Character) Regulations.



**PricewaterhouseCoopers LLP**

Public Accountants and Chartered Accountants  
Singapore



# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2016

Group	Note	General fund		Restricted funds		Total	
		2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$
<b>Income</b>							
Contributions and cash donations		5,125,200	460,072	2,438,688	1,212,722	7,563,888	1,672,794
Donations-in-kind and purchase of property, plant and equipment/heritage materials using cash donations		10,239,779	21,027,124	-	-	10,239,779	21,027,124
Admission fees		1,441,509	970,433	65,695	41,304	1,507,204	1,011,737
Rental income		1,354,356	1,595,472	320	-	1,354,676	1,595,472
Interest income		1,178,225	856,346	1,285,486	-	2,463,711	856,346
Workshops/Seminars		320,964	264,289	45,502	238	366,466	264,527
Consultancy/Project management		53,550	154,620	-	-	53,550	154,620
Commission/Royalties/Consignment		204,438	143,934	5,348	5,599	209,786	149,533
Sales at Singapore Philatelic Museum		68,237	58,020	-	-	68,237	58,020
Carpark collection		214,185	214,746	-	-	214,185	214,746
Income from sale of philatelic materials		-	423,400	-	-	-	423,400
Others		751,890	811,527	67,925	3,053	819,815	814,580
		20,952,333	26,979,983	3,908,964	1,262,916	24,861,297	28,242,899
<b>Other (losses)/gains</b>							
Fair value (losses)/gains – Financial assets at fair value through profit or loss		(881,279)	693,674	-	-	(881,279)	693,674
Gain on disposal of property, plant and equipment		660	520	-	-	660	520
		(880,619)	694,194	-	-	(880,619)	694,194
<b>Operating expenditure</b>							
Employee compensation	4	(35,908,014)	(32,910,619)	(2,962,955)	(3,205,478)	(38,870,969)	(36,116,097)
Amortisation of prepaid leases	13	(88,542)	-	-	-	(88,542)	-
Depreciation of property, plant and equipment	14	(15,916,799)	(17,864,873)	(5,272,718)	(2,520,882)	(21,189,517)	(20,385,755)
Rental on operating leases		(9,950,025)	(9,796,027)	(566,262)	(405,816)	(10,516,287)	(10,201,843)
Utilities		(4,893,835)	(5,355,450)	(546,724)	(463,739)	(5,440,559)	(5,819,189)
Exhibition expenses		(7,508,740)	(3,626,832)	(1,014,995)	(952,300)	(8,523,735)	(4,579,132)
Repairs and maintenance		(6,637,674)	(5,566,650)	(3,083,945)	(1,554,524)	(9,721,619)	(7,121,174)
Other services and fees		(7,901,086)	(7,845,833)	(1,199,144)	(897,409)	(9,100,230)	(8,743,242)
Goods and services tax expenses		(2,857,838)	(2,700,980)	(424,469)	(268,947)	(3,282,307)	(2,969,927)
Supplies and materials		(495,995)	(577,892)	(192,543)	(251,735)	(688,538)	(829,627)
Outreach, publicity and public relations		(18,362,930)	(15,692,887)	(815,974)	(276,250)	(19,178,904)	(15,969,137)
Security systems and services		(2,470,016)	(1,922,388)	(724,021)	(374,445)	(3,194,037)	(2,296,833)
Staff welfare and development		(1,654,044)	(1,843,055)	(60,765)	(71,540)	(1,714,809)	(1,914,595)
Transport, postage and communications		(465,181)	(679,078)	(162,513)	(88,894)	(627,694)	(767,972)
Property, plant and equipment written off		(2,951,789)	(29,062)	-	(17,603)	(2,951,789)	(46,665)
Heritage materials written off		(35,753)	-	-	-	(35,753)	-
Return of heritage materials		(267,024)	-	-	-	(267,024)	-
Grant expenses		(1,429,846)	(1,002,940)	-	-	(1,429,846)	(1,002,940)
Board members' allowances	5	(186,253)	(245,583)	-	-	(186,253)	(245,583)
Foreign exchange gain		6,937	23,602	-	-	6,937	23,602
<b>Total operating expenditure</b>		(119,974,447)	(107,636,547)	(17,027,028)	(11,349,562)	(137,001,475)	(118,986,109)
<b>Deficit before grants</b>		(99,902,733)	(79,962,370)	(13,118,064)	(10,086,646)	(113,020,797)	(90,049,016)
<b>Grants</b>							
Deferred capital grants amortised	19	13,994,717	15,405,963	5,272,718	2,538,485	19,267,435	17,944,448
Grants received	17	98,287,427	85,665,951	9,130,832	7,548,161	107,418,259	93,214,112
		112,282,144	101,071,914	14,403,550	10,086,646	126,685,694	111,158,560
<b>Surplus before income tax</b>		12,379,411	21,109,544	1,285,486	-	13,664,897	21,109,544
Income tax expense	6	-	-	-	-	-	-
<b>Net surplus</b>	7	12,379,411	21,109,544	1,285,486	-	13,664,897	21,109,544
<b>Other comprehensive income</b>							
<i>Items that will not be reclassified subsequently to profit or loss:</i>							
Acquisition of heritage materials using government grants	21	2,058,465	36,402	-	-	2,058,465	36,402
Heritage materials purchased using government grants written off	21	(112,869)	-	-	-	(112,869)	-
Return of heritage materials purchased using government grants	21	(726,739)	-	-	-	(726,739)	-
<b>Other comprehensive income</b>		1,218,857	36,402	-	-	1,218,857	36,402
<b>Total comprehensive income</b>		13,598,268	21,145,946	1,285,486	-	14,883,754	21,145,946
Net surplus before donations-in-kind, heritage materials/property, plant and equipment acquired using cash donations and development fund	7	3,506,591	324,344	1,285,486	-	4,792,077	324,344

# STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2016

Board	Note	General fund		Restricted funds		Total	
		2016	2015	2016	2015	2016	2015
		\$	\$	\$	\$	\$	\$
<b>Income</b>							
Contributions and cash donations		4,468,713	411,900	2,438,688	1,212,722	6,907,401	1,624,622
Donations-in-kind and purchase of property, plant and equipment/heritage materials using cash donations		10,139,644	21,027,124	-	-	10,139,644	21,027,124
Admission fees		1,405,142	918,664	65,695	41,304	1,470,837	959,968
Rental income		1,354,356	1,595,472	320	-	1,354,676	1,595,472
Interest income		1,107,470	781,719	1,285,486	-	2,392,956	781,719
Workshops/Seminars		109,009	124,259	45,502	238	154,511	124,497
Commission/Royalties/Consignment		142,643	96,166	5,348	5,599	147,991	101,765
Carpark collection		214,185	214,746	-	-	214,185	214,746
Others		683,982	770,669	67,925	3,053	751,907	773,722
		19,625,144	25,940,719	3,908,964	1,262,916	23,534,108	27,203,635
<b>Other (losses)/gains</b>							
Fair value (losses)/gains – Financial assets at fair value through profit or loss		(826,199)	650,319	-	-	(826,199)	650,319
Gain on disposal of property, plant and equipment		660	520	-	-	660	520
		(825,539)	650,839	-	-	(825,539)	650,839
<b>Operating expenditure</b>							
Employee compensation	4	(34,657,236)	(31,727,972)	(2,962,955)	(3,205,478)	(37,620,191)	(34,933,450)
Amortisation charge for prepaid lease	13	(88,542)	-	-	-	(88,542)	-
Depreciation of property, plant and equipment	14	(15,894,096)	(17,837,346)	(5,272,718)	(2,520,882)	(21,166,814)	(20,358,228)
Rental on operating leases		(9,944,530)	(9,526,147)	(566,262)	(405,816)	(10,510,792)	(9,931,963)
Utilities		(4,835,319)	(5,296,529)	(546,724)	(463,739)	(5,382,043)	(5,760,268)
Exhibition expenses		(7,190,417)	(3,341,434)	(1,014,995)	(952,300)	(8,205,412)	(4,293,734)
Repairs and maintenance		(6,545,861)	(5,470,545)	(3,083,945)	(1,554,524)	(9,629,806)	(7,025,069)
Other services and fees		(7,876,857)	(7,805,079)	(1,199,144)	(897,409)	(9,076,001)	(8,702,488)
Goods and services tax expenses		(2,857,838)	(2,700,980)	(424,469)	(268,947)	(3,282,307)	(2,969,927)
Supplies and materials		(465,998)	(542,929)	(192,543)	(251,735)	(658,541)	(794,664)
Outreach, publicity and public relations		(19,101,488)	(15,771,715)	(815,974)	(276,250)	(19,917,462)	(16,047,965)
Security systems and services		(2,470,016)	(1,922,388)	(724,021)	(374,445)	(3,194,037)	(2,296,833)
Staff welfare and development		(1,627,404)	(1,802,566)	(60,765)	(71,540)	(1,688,169)	(1,874,106)
Transport, postage and communications		(436,359)	(661,583)	(162,513)	(88,894)	(598,872)	(750,477)
Property, plant and equipment written off		(2,951,789)	(29,062)	-	(17,603)	(2,951,789)	(46,665)
Heritage materials written off		(35,753)	-	-	-	(35,753)	-
Return of heritage materials		(267,024)	-	-	-	(267,024)	-
Grant expenses		(1,429,846)	(1,002,940)	-	-	(1,429,846)	(1,002,940)
Board members' allowances		(186,253)	(245,583)	-	-	(186,253)	(245,583)
Foreign exchange gain		6,937	23,602	-	-	6,937	23,602
<b>Total operating expenditure</b>		(118,855,689)	(105,661,196)	(17,027,028)	(11,349,562)	(135,882,717)	(117,010,758)
<b>Deficit before grants</b>		(100,056,084)	(79,069,638)	(13,118,064)	(10,086,646)	(113,174,148)	(89,156,284)
<b>Grants</b>							
Deferred capital grants amortised	19	13,972,016	15,378,436	5,272,718	2,538,485	19,244,734	17,916,921
Grants received	17	98,267,427	84,549,354	9,130,832	7,548,161	107,398,259	92,097,515
		112,239,443	99,927,790	14,403,550	10,086,646	126,642,993	110,014,436
<b>Surplus before income tax</b>		12,183,359	20,858,152	1,285,486	-	13,468,845	20,858,152
Income tax expense	6	-	-	-	-	-	-
<b>Net surplus</b>	7	12,183,359	20,858,152	1,285,486	-	13,468,845	20,858,152
<b>Other comprehensive income</b>							
<i>Items that will not be reclassified subsequently to profit or loss:</i>							
Acquisition of heritage materials using government grants	21	2,058,465	36,402	-	-	2,058,465	36,402
<b>Heritage materials purchased using government grants written off</b>	21	(112,869)	-	-	-	(112,869)	-
Return of heritage materials purchased using government grants	21	(726,739)	-	-	-	(726,739)	-
<b>Other comprehensive income</b>		1,218,857	36,402	-	-	1,218,857	36,402
<b>Total comprehensive income</b>		13,402,216	20,894,554	1,285,486	-	14,687,702	20,894,554
<b>Net surplus before donations-in-kind, heritage materials/property, plant and equipment acquired using cash donations and development fund</b>							
	7	3,410,674	72,952	1,285,486	-	4,696,160	72,952



# BALANCE SHEET

For the financial year ended 31 March 2016

	Note	Group 2016 \$	2015 \$	Board 2016 \$	2015 \$
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	8	276,765,974	97,804,242	270,571,044	92,092,667
Financial assets at fair value through profit or loss	9	31,475,893	30,541,006	29,508,650	28,632,193
Derivative financial instruments	10	229,798	153,024	215,435	143,459
Other receivables, deposits and prepayments	11	26,642,058	143,558,735	26,549,725	143,446,587
Inventories		108,343	127,923	-	-
		<b>335,222,066</b>	<b>272,184,930</b>	<b>326,844,854</b>	<b>264,314,906</b>
<b>Subsidiaries</b>					
	12	-	-	2	2
Prepaid leases	13	761,458	-	761,458	-
Property, plant and equipment	14	95,588,962	76,183,008	95,512,156	76,092,258
Heritage materials	15	463,700,379	444,037,453	462,392,118	442,829,327
Philatelic materials		2,534	2,534	-	-
		<b>560,053,333</b>	<b>520,222,995</b>	<b>558,665,734</b>	<b>518,921,587</b>
<b>Total assets</b>		<b>895,275,399</b>	<b>792,407,925</b>	<b>885,510,588</b>	<b>783,236,493</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Other payables	16	35,457,548	28,614,571	35,074,510	28,262,033
Grants received in advance	17	107,558,374	99,875,598	106,845,780	99,543,773
Deferred donations	18	11,648,268	16,232,311	11,648,268	16,232,311
		<b>154,664,190</b>	<b>144,722,480</b>	<b>153,568,558</b>	<b>144,038,117</b>
<b>Non-current liability</b>					
Deferred capital grants	19	47,930,201	52,743,628	47,853,375	52,652,860
<b>Total liabilities</b>		<b>202,594,391</b>	<b>197,466,108</b>	<b>201,421,933</b>	<b>196,690,977</b>
<b>Net assets</b>		<b>692,681,008</b>	<b>594,941,817</b>	<b>684,088,655</b>	<b>586,545,516</b>
<b>Capital and reserves</b>					
Capital account	20	296,080,409	213,224,972	296,080,409	213,224,972
Heritage capital reserve	21	168,045,993	166,827,136	164,775,720	163,556,863
Accumulated surplus					
- General fund – others		26,885,129	23,801,938	22,297,364	18,886,690
- General fund – donated heritage materials and property, plant and equipment		199,960,591	191,087,771	199,649,676	190,876,991
- Restricted funds	22	1,708,886	-	1,285,486	-
<b>Total capital and reserves</b>		<b>692,681,008</b>	<b>594,941,817</b>	<b>684,088,655</b>	<b>586,545,516</b>
<b>Net assets of trust funds</b>	23	-	4,738	4,020,362	4,051,009

# STATEMENT OF CHANGES IN CAPITAL AND RESERVES

For the financial year ended 31 March 2016

Group	Note	Accumulated surplus					Total
		Capital account	Heritage capital reserve	General fund – others	General fund – donated heritage materials and property, plant and equipment	Restricted Fund [Note 22]	
		\$	\$	\$	\$	\$	\$
<b>2016</b>							
Beginning of financial year		213,224,972	166,827,136	23,801,938	191,087,771	-	594,941,817
Total comprehensive income		-	1,218,857	3,506,591	8,872,820	1,285,486	14,883,754
Issuance of share capital	20	82,855,437	-	-	-	-	82,855,437
Transfer from general fund to development fund	22	-	-	[423,400]	-	423,400	-
End of financial year		296,080,409	168,045,993	26,885,129	199,960,591	1,708,886	692,681,008
<b>2015</b>							
Beginning of financial year		114,277,132	166,790,734	23,629,594	170,302,571	-	475,000,031
Total comprehensive income		-	36,402	324,344	20,785,200	-	21,145,946
Issuance of share capital	20	101,353,389	-	-	-	-	101,353,389
Return of share capital-transfer of SAM to MCCY [Note 1]	20	[2,405,549]	-	-	-	-	[2,405,549]
Dividends	26	-	-	[152,000]	-	-	[152,000]
End of financial year		213,224,972	166,827,136	23,801,938	191,087,771	-	594,941,817
<b>Board</b>							
<b>2016</b>							
Beginning of financial year		213,224,972	163,556,863	18,886,690	190,876,991	-	586,545,516
Total comprehensive income		-	1,218,857	3,410,674	8,772,685	1,285,486	14,687,702
Issuance of share capital	20	82,855,437	-	-	-	-	82,855,437
End of financial year		296,080,409	164,775,720	22,297,364	199,649,676	1,285,486	684,088,655
<b>2015</b>							
Beginning of financial year		114,277,132	163,520,461	18,965,738	170,091,791	-	466,855,122
Total comprehensive income		-	36,402	72,952	20,785,200	-	20,894,554
Issuance of share capital	20	101,353,389	-	-	-	-	101,353,389
Return of share capital-transfer of SAM to MCCY [Note 1]	20	[2,405,549]	-	-	-	-	[2,405,549]
Dividends	26	-	-	[152,000]	-	-	[152,000]
End of financial year		213,224,972	163,556,863	18,886,690	190,876,991	-	586,545,516



# CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2016

	Note	2016 \$	2015 \$
<b>Cash flows from operating activities</b>			
Deficit before grants		(113,020,797)	(90,049,016)
Adjustments for:			
- Fair value losses/(gains) on financial assets at fair value through profit or loss		881,280	(693,674)
- Depreciation of property, plant and equipment	14	21,189,517	20,385,755
- Contributions and cash donations		(7,563,888)	(1,672,794)
- Donations-in-kind and purchase of property, plant and equipment/heritage materials using cash donations		(10,239,779)	(21,027,124)
- Interest income		(2,463,711)	(856,346)
- Return of heritage material		267,024	-
- Heritage assets written off		35,753	-
- Gain on disposal of property, plant and equipment		(660)	(520)
- Property, plant and equipment written off		2,951,789	46,665
- Income from sale of philatelic materials		-	(423,400)
- Amortisation of prepaid leases	13	88,542	-
		(107,874,930)	(94,290,454)
Change in working capital			
- Inventories		19,580	(10,917)
- Other receivables, deposits and prepayments		115,731,599	(106,533,205)
- Other payables		6,842,977	8,028,181
<b>Net cash provided by/(used in) operating activities</b>		<b>14,719,226</b>	<b>(192,806,395)</b>
<b>Cash flows from investing activities</b>			
Acquisition of heritage materials		(17,184,730)	(18,392,328)
Refund for heritage materials		-	715,900
Acquisition of property, plant and equipment	14	(43,547,260)	(34,723,193)
Interest received		3,648,789	791,558
(Purchases of) /proceeds from investments by fund managers		(1,892,941)	1,453,083
Proceeds from disposal of property, plant and equipment		660	520
Income from sale of philatelic materials		-	423,400
<b>Net cash used in investing activities</b>		<b>(58,975,482)</b>	<b>(49,731,060)</b>
<b>Cash flows from financing activities</b>			
Issuance of share capital	20	82,855,437	101,353,389
Government grants received	17	130,763,508	123,135,349
Dividends paid	26	-	(152,000)
Donations received		9,582,237	8,899,875
Sponsorships received		16,806	-
<b>Net cash provided by financing activities</b>		<b>223,217,988</b>	<b>233,236,613</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>178,961,732</b>	<b>(9,300,842)</b>
Cash and cash equivalents at beginning of financial year		97,804,242	107,105,084
<b>Cash and cash equivalents at end of financial year</b>	8	<b>276,765,974</b>	<b>97,804,242</b>





# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

## 1. General information

National Heritage Board (the “Board”) was established on 1 August 1993 under the National Heritage Board Act (Chapter 196A). Its registered office is at 61 Stamford Road, #03-08, Stamford Court, Singapore 178892 and its principal place of business is in Singapore.

The Board is subjected to the control of its supervisory ministry, Ministry of Culture, Community and Youth (MCCY), and is required to follow the policies and instructions issued from time to time by MCCY and other government ministries and departments such as the Ministry of Finance (MOF).

The principal activities of the Board are:

- (a) to explore and present the heritage and nationhood of the people of Singapore in the context of their ancestral cultures, their links with South-East Asia, Asia and the World through the collection, preservation and display of objects and records;
- (b) to promote public awareness, appreciation and understanding of the arts, culture and heritage, both by means of the Board's collections and by such other means as it considers appropriate;
- (c) to promote the establishment and development of organisations concerned with the national heritage of Singapore; and
- (d) to advise the Government in respect of matters relating to the national heritage of Singapore.

The consolidated financial statements relate to the Board and its subsidiaries (together referred to as the “Group”). The principal activities of the subsidiaries are as stated in Note 12.

The Board has been tasked to drive and support the development of community heritage institutions (HI). There are currently three such HIs, namely the Malay Heritage Centre (MHC), the Sun Yat Sen Nanyang Memorial Hall (SYSNMH) and the Indian Heritage Centre (IHC). The MHC was established and managed by the Malay Heritage Foundation (MHF) and the SYSNMH by the Sun Yat Sen Nanyang Memorial Hall Co. Ltd. (SYSNMH Co. Ltd.), MHF and SYSNMH Co. Ltd. being separate companies with their own board of directors. The Indian Heritage Centre (IHC), which is a division of NHB and managed by NHB with a museum advisory board in lieu of an executive board of directors, was officially opened on 8 May 2015.

NHB signed Memorandums of Understanding (MOUs) (including one with the Steering Committee for the IHC) in 2009, as well as formal management agreements with MHF and SYSNMH Co. Ltd in November 2012. The agreements appoint NHB as an independent contractor/service provider under the framework of the Government to manage the MHC and SYSNMH, procure funding from MCCY and the Tote Board for their operating and development costs, care for and preserve their collections, promote them as premier heritage institutions, as well as raise the standards of MHC and SYSNMH to that of Singapore's national museums. The terms of agreements contemplate that the assets and liabilities acquired through use of the funds procured from MCCY and Tote Board (to be used by NHB to drive and support the development of MHC and SYSNMH) will belong to NHB and not the separate companies.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 1. General information (continued)

The Board was an Institute of Public Character (IPC) under Section 37(2)(c) of the Charities Act since its formation in 1993, under which it can grant tax deductions to its donors. The Ministry of Finance felt that there should be a distinction between the charitable functions and the administrative functions of statutory boards to allow for greater transparency and public accountability. It was decided that IPC status should be granted to projects or auspices of funds managed by the statutory board itself. The Board has established an omnibus fund to which IPC status was transferred.

During the financial years 2003 and 2004, the Board approved the setup of the National Heritage Fund (NHF), an IPC Fund as well as the governing instruments of the fund. With effect from 1 August 2003, all donations in support of NHB's charitable objects would be made payable to the NHF in order to enjoy tax deductions.

Due to the merger of the Board with the Preservation of Monuments Board in 2009, the Preservation of Monuments Fund, an IPC Fund, in turn forms part of the Board.

The Singapore Art Museum (SAM), previously an institution of the Board, became incorporated as a company limited by guarantee on 13 November 2013. As a corporatised entity, SAM forms part of the Visual Arts Cluster, which includes the National Gallery Singapore (NGS) and Singapore Tyler Print Institute, under the direct supervision of MCCY.

The Singapore Philatelic Museum (SPM), a subsidiary of the Board, is a public company limited by guarantee which was separately registered as a charity (Registration No: 199502248C) on 25 January 1996.

The head lease for the use of land on which the SPM resides was transferred from Infocomm Development Authority of Singapore ("IDA") to the Board on 26 June 2015. The transfer of lease is a government grant in the form of a transfer of a non-monetary asset. The Board has recognised the fair value of the non-monetary asset as prepaid lease and the premise is leased out to SPM through a sub-lease agreement.

## 2. Significant accounting policies

### 2.1 Basis of preparation

The financial statements have been prepared in accordance with the provisions of the National Heritage Board Act (Chapter 196A) and Singapore Statutory Board Financial Reporting Standards ("SB-FRS"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. 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 3.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies [continued]

### 2.1 Basis of preparation [continued]

#### *Interpretations and amendments to published standards effective in 2016*

On 1 April 2015, the Group adopted the new or amended SB-FRS and Interpretations to SB-FRS ("INT SB-FRS") that are mandatory for application from that date. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

### 2.2 Subsidiaries

#### *Consolidation*

Subsidiaries are entities controlled by the Group. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed where necessary to align them with the policies adopted by the Group.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

#### *Accounting for subsidiaries*

Investments in subsidiaries are stated at cost less accumulated impairment losses in the Board's balance sheet.

### 2.3 Currency translation

The financial statements are presented in Singapore Dollar, which is the functional currency of the Board.

Transactions in a currency other than Singapore Dollar ("foreign currency") are translated into Singapore Dollar using the exchange rates at the dates of the transactions. Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in the Statement of Comprehensive Income.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies [continued]

### 2.4 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

(i) *Admission fees*

Admission fees are recognised as income upon the sale of tickets to visitors at the museums.

(ii) *Rental income*

Rental income is recognised on a straight-line basis over the lease and service period.

(iii) *Income from rendering of services*

Income from rendering of services are recognised when the services have been rendered.

(iv) *Contributions and other sponsorships*

Contributions and other sponsorships (other than those for capital expenditure and heritage materials), are recognised as income when the right to receive the contributions and other sponsorships has been established.

(v) *Interest income*

Interest income is recognised using the effective interest method.

(vi) *Donations*

Donations, whether of cash or assets, are recognised as income in the period they are received or receivable when the Group has obtained control of the donation or the right to receive the donation, the amount of the donation can be measured reliably and it is probable that the economic benefits comprising the donation will flow to the Group. Donated assets are recognised at values determined by internal or external valuations at the time of receipt of the assets.

Donations with restrictions and/or conditions attached are recognised as income if the restrictions and conditions are under the Group's purview and it is probable that these restrictions and conditions would be met. Otherwise, these donations are recognised and taken to the "deferred donations" account until the above criteria are fulfilled or when the restrictions and/or conditions are met.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.5 Grants

Government grants are recognised initially at their fair value where there is reasonable assurance that the grant will be received and all required conditions will be complied with.

Government grants for the purchase of depreciable assets are taken to the deferred capital grant account. The deferred capital grants are recognised in the Statement of Comprehensive Income over the periods necessary to match the depreciation of the related assets purchased with the grants. Upon the disposal of the assets, the balance of the related deferred capital grants is recognised in Statement of Comprehensive Income to match the net book value of the assets written off.

Government grants utilised for the purchase of heritage materials are taken to the heritage capital reserve as and when the heritage materials are acquired/received.

Government grants in respect of the current year's operating expenses are recognised in the same year these operating expenses are incurred.

Other grants are recognised as income over the period necessary to match the intended costs. Such grants which are received but not utilised are included in the grants received in advance account.

### 2.6 Employee compensation

#### *(a) Defined contribution plans*

The Group's contributions to defined contribution plans are recognised as employee compensation expense when the contributions are due.

#### *(b) Employee leave entitlement*

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

### 2.7 Operating lease payments

Payments made under operating leases (net of any incentives received from the lessors) are recognised in Statement of Comprehensive Income on a straight-line basis over the period of the lease.

### 2.8 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in first-out method. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.9 Heritage materials

Heritage materials purchased by the Group are measured at cost less subsequent impairment losses, if any. Heritage materials received by the Board as donations are recognised at the valuation determined by the appraisal/acquisition committee of the respective museums at the time of receipt of the materials, less subsequent impairment losses, if any.

Subsequent expenditure relating to heritage assets that has been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

The heritage materials are held in perpetuity with an indefinite economic lifespan and are not depreciated.

### 2.10 Property, plant and equipment

#### *(a) Measurement*

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 assets to a working condition for their intended use, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located when the Group has an obligation to remove the asset or restore the site, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

#### *(b) Depreciation*

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

Depreciation is recognised in the Statement of Comprehensive Income on a straight-line basis over the estimated useful lives of each component 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 Group will obtain ownership by the end of the lease term.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.10 Property, plant and equipment (continued)

#### *(b) Depreciation (continued)*

The estimated useful lives are as follows:

Leasehold buildings and building improvements	3 to 10 years
Mechanical and electrical equipment	8 years
Audio visual and micrographic equipment	6 to 8 years
Furniture, fittings and office equipment	6 to 8 years
Computers	3 to 5 years
Motor vehicles	8 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate. Work-in-progress are not depreciated.

#### *(c) Subsequent expenditure*

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

#### *(d) Disposal*

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and is recognised in Statement of Comprehensive Income.

### 2.11 Prepaid leases

Prepaid leases are stated at cost less accumulated amortisation and impairment losses. Amortisation on prepaid leases is recognised in the statement of comprehensive income on a straight-line basis over the lease term of 8 years.

### 2.12 Philatelic materials

The philatelic materials transferred from the Government are stated at the nominal value of \$1 per item. The philatelic materials are intended for display purposes or for sale to contribute towards operational needs. Proceeds from the sales of the philatelic materials are recognised as other income.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.13 Impairment of non-financial assets

Property, plant and equipment, heritage materials and investments in subsidiaries are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash-generating-units ("CGU") to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in Statement of Comprehensive Income, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

An impairment loss for an asset is reversed only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset is recognised in Statement of Comprehensive Income, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in Statement of Comprehensive Income.

### 2.14 Loans and receivables

Bank balances, other receivables and deposits are initially recognised at their fair values plus transaction costs and subsequently carried at amortised cost using the effective interest method, less accumulated impairment losses.

The Group assesses at each balance sheet date whether there is objective evidence that these financial assets are impaired and recognises an allowance for impairment when such evidence exists.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy and default or significant delay in payments are objective evidence that these financial assets are impaired.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.14 Loans and receivables (continued)

The carrying amount of these assets is reduced through the use of an impairment allowance account which is calculated as the difference between the carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

These assets are presented as current assets except for those that are expected to be realised later than 12 months after the balance sheet date, which are presented as non-current assets.

### 2.15 Financial assets at fair value through profit or loss

This category has two sub-categories: financial assets held for trading, and those designated at fair value through profit or loss at inception. A financial asset is classified as held for trading if it is acquired principally for the purpose of selling in the short term. Financial assets designated as fair value through profit or loss at inception are those that are managed and their performances are evaluated on a fair value basis. Assets in this category are presented as current assets if they are either held for trading or are expected to be realised within 12 months after the balance sheet date.

The Group's investments in marketable securities managed by professional fund managers are designated at fair value through profit or loss. The investments are managed under a mandate approved by the Board and in accordance with MCCY's investment guidelines.

Financial assets at fair value through profit or loss are initially recognised at fair value, with the transaction costs incurred recognised immediately as expenses. Changes in fair values including the effects of currency translation, interest and dividends are recognised in profit or loss when the changes arise.

### 2.16 Derivative financial instruments

The Group is exposed to the risk of foreign exchange fluctuations on debt and equity securities and cash and cash equivalents placed with fund managers. These fund managers hold currency forwards and swaps to hedge the risk.

A derivative financial instrument is initially recognised at its fair value on the date the contract is entered into and is subsequently carried at its fair value. Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in Statement of Comprehensive Income when the changes arise.

The carrying amount of a derivative designated as a hedge is presented as a non-current asset or liability if the remaining useful life of the hedged item is more than 12 months, and as a current asset or liability if the remaining expected life of the hedged item is less than 12 months. The fair value of a trading derivative is presented as a current asset or liability.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.17 Other payables

Other payables represent unpaid liabilities for goods and services provided to the Company prior to the end of financial year. They are classified as current liabilities if payment is due within one year or less [or in the normal operating cycle of the business, if longer]. If not, they are presented as non-current liabilities.

Other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

### 2.18 Provisions

Provisions for asset dismantlement, removal or restoration are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount have been reliably estimated.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of property, plant and equipment arising from the acquisition or use of assets. This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value.

Changes in the estimated timing or amount of the expenditure for asset dismantlement, removal and restoration costs are adjusted against the cost of the related property, plant and equipment, unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of its useful life. In such cases, the excess of the decrease over the carrying amount of the asset or the changes in the liability is recognised in Statement of Comprehensive Income immediately.

### 2.19 Fair value estimation of financial assets and liabilities

The fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

The fair values of financial instruments traded in active markets [such as exchange traded and over-the-counter securities and derivatives] are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets are the current bid prices; the appropriate quoted market prices for financial liabilities are the current asking prices. The fair values of forward currency exchange contracts are determined using actively quoted forward foreign currency rates.

### 2.20 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand and at bank, cash held by fund manager, cash managed by Accountant-General's Department (AGD) and short-term deposits with financial institutions which are subject to an insignificant risk in change in value.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2. Significant accounting policies (continued)

### 2.21 Capital

Shares are classified as capital and reserves. Incremental costs directly attributable to the issue of shares are recognised as a deduction from capital and reserves, net of tax effects.

### 2.22 Funds

Assets and liabilities of the general fund and restricted funds are pooled in the balance sheet.

#### *(i) General Fund*

Income and expenditure relating to the main activities of the Group and the Board are accounted for in the "General Fund" column of the statement of comprehensive income.

#### *(ii) Restricted Funds*

Income and expenditure relating to funds received for specific purposes and for which separate disclosure is necessary as these funds are material and there are legal and other restrictions on the ability of the Board to distribute or otherwise apply these funds, are accounted for in the "Restricted Funds" column in the statement of comprehensive income and disclosed separately in Note 22 to the financial statements.

### 2.23 Net assets of trust funds

Trust funds are funds for which the Board acts as a custodian, trustee, manager or agent but does not exercise control over the funds.

The assets and liabilities of these funds held in trust are presented as a line item at the bottom of the statement of financial position with additional disclosures in the notes to the financial statements as prescribed by SB-FRS Guidance Note 3. The income and expenditure items relating to these funds are accounted for directly in these funds. Details of the income, expenditure, assets and liabilities of the trust funds are disclosed in Note 23.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### Valuation of heritage materials

Heritage materials received by the Group as donations are recognised at values determined by internal or external valuations at the time of receipt of the assets. Significant judgement is required in determining the valuation of the donated heritage assets. In making the judgement, the Group makes references to auction prices and transacted prices of similar materials. The amount of recorded heritage assets and income from donations-in-kind would differ if the Group made different judgements resulting in different valuations being determined.

## 4. Employee compensation

2016	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Wages and salaries	<b>34,166,580</b>	32,094,555	<b>33,053,887</b>	31,032,195
Employer's contribution to Central Provident Fund	<b>4,700,699</b>	3,999,503	<b>4,562,614</b>	3,879,216
Other benefits	<b>3,690</b>	22,039	<b>3,690</b>	22,039
	<b>38,870,969</b>	36,116,097	<b>37,620,191</b>	34,933,450

Key management personnel compensation is as follows:

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Wages and salaries	<b>4,350,181</b>	3,646,518	<b>3,853,868</b>	3,176,473
Employer's contribution to Central Provident Fund	<b>312,494</b>	226,327	<b>281,081</b>	197,197
	<b>4,662,675</b>	3,872,845	<b>4,134,949</b>	3,373,670

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The Chief Executive Officer, Assistant Chief Executive Officer and Directors (senior management) are considered key management personnel of the Group.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 5. Board members' allowances

	Group and Board 2016		Group and Board 2015	
	Allowance per annum		Allowance per annum	
	Main Board	Sub-boards	Main Board	Sub-boards
	\$	\$	\$	\$
Chairman	22,500	-	22,500	-
<b>Non-Public Sector Officers</b>				
Chairman of Audit Committee	16,875	-	16,875	-
Member of Audit Committee and Chairman of Sub-boards	11,250	-	11,250	-
Members	5,625	2,813	5,625	2,813
<b>Public Sector Officers</b>				
Member of Audit Committee and Chairman of Sub-boards	11,250	-	11,250	-
Members	5,625	2,813	5,625	2,813

The National Heritage Board [referred to as "Main Board"] has four [2015: four] Sub-boards, namely Asian Civilisations Museum Board, National Museum of Singapore Board, Preservation of Monuments Board and National Collection Advisory Panel [referred to as "Sub-boards"] [2015: Asian Civilisations Museum Board, National Museum of Singapore Board, Preservation of Monuments Board and National Collection Advisory Panel].

## 6. Income tax expense

The Board is a tax-exempted institution under the provisions of the Charities Act.

The subsidiary, Singapore Philatelic Museum, is a registered charity under the Singapore Charities Act. With effect from Year of Assessment 2008, all registered charities enjoy automatic income tax exemption and are exempted from filling income tax returns.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 7. Net surplus for the year before donations-in-kind, heritage materials/property, plant and equipment acquired using cash donations and development fund income

	Group 2016 \$	2015 \$	Board 2016 \$	2015 \$
Net surplus for the year	<b>13,664,897</b>	21,109,544	<b>13,468,845</b>	20,858,152
Less:				
Donations-in-kind	<b>(3,620,581)</b>	(12,407,821)	<b>(3,520,446)</b>	(12,407,821)
Heritage materials/property, plant and equipment acquired using cash donations	<b>(6,619,198)</b>	(8,619,303)	<b>(6,619,198)</b>	(8,619,303)
Income relating to development fund	<b>(1,285,486)</b>	-	<b>(1,285,486)</b>	-
Add:				
Return of heritage materials purchased using cash donation	<b>267,024</b>	-	<b>267,024</b>	-
Heritage materials purchased using cash donations written off	<b>35,753</b>	-	<b>35,753</b>	-
Depreciation for property, plant and equipment acquired using cash donations	<b>1,064,182</b>	224,321	<b>1,064,182</b>	224,321
Loss on disposal of property, plant and equipment acquired using cash donations	-	17,603	-	17,603
	<b>3,506,591</b>	324,344	<b>3,410,674</b>	72,952



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 8. Cash and cash equivalents

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Cash and bank balances	<b>12,690,949</b>	7,125,366	<b>12,509,020</b>	6,959,675
Cash held by fund manager	<b>600,834</b>	2,493,775	<b>563,282</b>	2,337,914
Cash managed by AGD through Centralised Liquidity Management	<b>121,497,691</b>	64,213,324	<b>121,482,816</b>	64,198,683
Fixed deposits	<b>141,976,500</b>	23,971,777	<b>136,015,926</b>	18,596,395
	<b>276,765,974</b>	97,804,242	<b>270,571,044</b>	92,092,667

Under the Accountant-General Circular No.4/2009 dated 2 November 2009, the Board is required to participate in the Centralised Liquidity Management Framework ("CLM"). Under the CLM, all bank accounts maintained with selected banks are linked up with AGD's bank accounts such that excess available cash can be automatically aggregated for central management on a daily basis. The Board will continue to own/act as trustees for its funds and operate its bank accounts, including giving instructions for payment and revenue collection. These balances are included in cash and cash equivalents as "Cash managed by AGD through Centralised Liquidity Management".

The weighted average effective interest rate of fixed deposits for the Board and the Group at the reporting date was 1.6% [2015: 1.4%] and 1.5% [2015: 1.3%] per annum respectively. Interest rates reprice upon maturity of the fixed deposits, which are rolled-over at intervals of three, six or twelve months [2015: three, six or twelve months].

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 9. Financial assets at fair value through profit or loss

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
<b>Financial assets at fair value through profit or loss</b>				
- Quoted equity securities	4,900,556	8,211,825	4,594,272	7,698,586
- Quoted bonds	21,826,061	22,329,181	20,461,932	20,933,607
- Quoted money market instruments	4,749,276	-	4,452,446	-
	<b>31,475,893</b>	<b>30,541,006</b>	<b>29,508,650</b>	<b>28,632,193</b>

The financial assets designated as at fair value through profit or loss are managed by an external fund manager in accordance with a documented and approved investment mandate. The carrying amounts of the net assets under fund management are as follows:

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Quoted equity securities [per above]	4,900,556	8,211,825	4,594,272	7,698,586
Quoted bonds [per above]	21,826,061	22,329,181	20,461,932	20,933,607
Quoted Money Market Instruments [per above]	4,749,276	-	4,452,446	-
Cash held by fund manager [Note 8]	600,834	2,493,775	563,282	2,337,914
Currency forwards [Note 10]	229,798	153,024	215,435	143,459
	<b>32,306,525</b>	<b>33,187,805</b>	<b>30,287,367</b>	<b>31,113,566</b>

## 10. Derivative financial instruments

As at balance sheet date, the fair value and notional amounts of these derivative financial instruments held by the fund managers are as follows:

	Group			Board		
	Contract notional amount	Fair value		Contract notional amount	Fair value	
	\$	Asset	Liability	\$	Asset	Liability
		\$	\$		\$	\$
<b>2016</b>						
Currency forwards	13,484,839	229,798	-	12,642,037	215,435	-
<b>2015</b>						
Currency forwards	14,621,562	153,024	-	13,707,714	143,459	-

Currency forwards are entered into by the fund manager to hedge transactions denominated in foreign currencies, and have maturity dates within one month from the balance sheet date.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 11. Other receivables, deposits and prepayments

	Group 2016 \$	2015 \$	Board 2016 \$	2015 \$
Grants receivable	23,235,134	79,642,062	23,235,134	79,642,062
Equity injection receivable from MOF	-	61,790,300	-	61,790,300
Interest receivable	1,310,745	125,667	1,299,700	108,350
Other receivables	1,535,728	1,481,416	1,462,231	1,419,990
Deposits	492,425	438,385	490,425	436,385
Other receivables and deposits	26,574,032	143,477,830	26,487,490	143,397,087
Prepayments	68,026	80,905	62,235	49,500
Total other receivables, deposits and prepayments	26,642,058	143,558,735	26,549,725	143,446,587

As at 31 March 2015, the equity injection receivable from the MOF comprised the sinking fund designated to fund the replacement and capital improvement of property, plant and equipment. The Board issued the share certificate dated 31 March 2015 for the first equity injection and payment from MOF was received on 2 April 2015.

## 12. Subsidiaries

	Board 2016 \$	2015 \$
Unquoted ordinary shares, at cost	2	2

Details of the subsidiaries are as follows:

Name of company	Principal activities	Country of incorporation/ Principal place of business	Percentage of equity held	
			2016 %	2015 %
Singapore Philatelic Museum *†	Philatelic	Singapore	100	100
The Museum Shop Pte Ltd *	Dormant	Singapore	100	100

\* Not required to be audited by law in the country of incorporation

# Audited by PricewaterhouseCoopers LLP

† Limited by guarantee with no share capital

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 13. Prepaid Leases

	<b>Group and Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Cost		
Beginning of financial year	-	-
Additions during the year	<b>850,000</b>	-
End of financial year	<b>850,000</b>	-
Accumulated amortisation		
Beginning of financial year	-	-
Amortisation charge for the year	<b>88,542</b>	-
End of financial year	<b>88,542</b>	-
Carrying amount as at end of financial year	<b>761,458</b>	-

Prepaid lease relate to lease payments made in advance for the use of the land on which the Singapore Philatelic Museum resides.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 14. Property, plant and equipment

Group	Leasehold buildings and building improvements	Mechanical and electrical equipment	Audio visual and micrographic equipment
	\$	\$	\$
<b>2016</b>			
<u>Cost</u>			
Beginning of financial year	320,291,911	1,401,219	976,102
Additions	-	18,289	8,929
Transfer from work-in-progress	46,490,579	42,100	416,018
Disposals/Write-offs	[40,977,723]	[77,565]	[143,299]
End of financial year	325,804,767	1,384,043	1,257,750
<u>Accumulated depreciation</u>			
Beginning of financial year	267,806,014	1,184,687	879,804
Depreciation charge	18,748,240	73,397	57,471
Disposals/Write-offs	[38,086,547]	[76,279]	[135,490]
End of financial year	248,467,707	1,181,805	801,785
<b>Net book value</b>			
End of financial year	77,337,060	202,238	455,965
<b>2015</b>			
<u>Cost</u>			
Beginning of financial year	336,561,998	1,667,734	1,275,936
Additions	14,349,198	-	20,728
Transfer from work-in-progress	7,064,628	33,942	6,335
Transfer to SAM [Note 1]	[373,483]	-	-
Write-offs on transfer of SAM	[36,560,935]	[245,208]	-
Disposals/Write-offs	[749,495]	[55,249]	[326,897]
End of financial year	320,291,911	1,401,219	976,102
<u>Accumulated depreciation</u>			
Beginning of financial year	283,996,813	1,299,048	1,162,879
Depreciation charge	18,372,207	88,444	41,642
Transfer to SAM [Note 1]	[311,236]	-	-
Write-offs on transfer of SAM	[33,524,616]	[147,556]	-
Disposals/Write-offs	[727,154]	[55,249]	[324,717]
End of financial year	267,806,014	1,184,687	879,804
<b>Net book value</b>			
End of financial year	52,485,897	216,532	96,298

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Furniture, fittings and office equipment \$	Computers \$	Motor vehicles \$	Work-in-progress \$	Total \$
12,466,496	8,753,030	65,900	20,097,529	364,052,187
258,667	668,025	-	42,593,350	43,547,260
10,183,725	1,250,142	-	[58,382,564]	-
[897,525]	[4,098,825]	-	-	[46,194,937]
22,011,363	6,572,372	65,900	4,308,315	361,404,510
9,492,337	8,440,437	65,900	-	287,869,179
1,794,737	515,672	-	-	21,189,517
[846,007]	[4,098,825]	-	-	[43,243,148]
10,441,067	4,857,284	65,900	-	265,815,548
11,570,296	1,715,088	-	4,308,315	95,588,962
12,176,921	8,861,733	65,900	7,740,538	368,350,760
776,153	64,768	-	19,512,346	34,723,193
800	49,650	-	[7,155,355]	-
-	-	-	-	[373,483]
-	-	-	-	[36,806,143]
[487,378]	[223,121]	-	-	[1,842,140]
12,466,496	8,753,030	65,900	20,097,529	364,052,187
9,056,874	7,680,793	65,900	-	303,262,307
900,697	982,765	-	-	20,385,755
-	-	-	-	[311,236]
-	-	-	-	[33,672,172]
[465,234]	[223,121]	-	-	[1,795,475]
9,492,337	8,440,437	65,900	-	287,869,179
2,974,159	312,593	-	20,097,529	76,183,008

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 14. Property, plant and equipment (continued)

<b>Board</b>	Leasehold buildings and building improvements \$	Mechanical and electrical equipment \$
<b>2016</b>		
<u>Cost</u>		
Beginning of financial year	319,902,968	1,340,886
Additions	-	18,289
Transfer from work-in-progress	46,490,579	42,100
Disposals/Write-offs	[40,977,723]	[77,565]
End of financial year	325,415,824	1,323,710
<u>Accumulated depreciation</u>		
Beginning of financial year	267,418,015	1,124,354
Depreciation charge	18,747,296	73,397
Disposals/Write-offs	[38,086,547]	[76,279]
End of financial year	248,078,764	1,121,472
<b>Net book value</b>		
<b>End of financial year</b>	<b>77,337,060</b>	<b>202,238</b>
<b>2015</b>		
Beginning of financial year	336,098,693	1,607,401
Additions	14,349,198	-
Transfer from work-in-progress	7,064,628	33,942
Transfer to SAM (Note 1)	[373,483]	-
Write-offs on transfer of SAM	[36,560,935]	[245,208]
Disposals/Write-offs	[675,133]	[55,249]
End of financial year	319,902,968	1,340,886
<u>Accumulated depreciation</u>		
Beginning of financial year	283,545,780	1,238,715
Depreciation charge	18,360,879	88,444
Transfer to SAM (Note 1)	[311,236]	-
Write-offs on transfer of SAM	[33,524,616]	[147,556]
Disposals/Write-offs	[652,792]	[55,249]
End of financial year	267,418,015	1,124,354
<b>Net book value</b>		
<b>End of financial year</b>	<b>52,484,953</b>	<b>216,532</b>

The cost of property, plant and equipment that has been fully depreciated for the Group and the Board as at 31 March 2016 was \$175,870,406 [2015: \$146,127,320] and \$174,213,163 [2015: \$144,470,075] respectively.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Audio visual and micrographic equipment	Furniture, fittings and office equipment	Computers	Work-in-progress	Total
\$	\$	\$	\$	\$
976,102	11,184,821	8,729,961	20,097,529	362,232,267
8,929	249,908	668,025	42,593,350	43,538,501
416,018	10,183,725	1,250,142	[58,382,564]	-
[143,299]	[897,525]	[4,098,825]	-	[46,194,937]
1,257,750	20,720,929	6,549,303	4,308,315	359,575,831
879,804	8,300,468	8,417,368	-	286,140,009
57,471	1,772,978	515,672	-	21,166,814
[135,490]	[846,007]	[4,098,825]	-	[43,243,148]
801,785	9,227,439	4,834,215	-	264,063,675
455,965	11,493,490	1,715,088	4,308,315	95,512,156
1,275,936	10,934,135	8,838,664	7,740,538	366,495,367
20,728	737,264	64,768	19,512,346	34,684,304
6,335	800	49,650	[7,155,355]	-
-	-	-	-	[373,483]
-	-	-	-	[36,806,143]
[326,897]	[487,378]	[223,121]	-	[1,767,778]
976,102	11,184,821	8,729,961	20,097,529	362,232,267
1,162,879	7,881,204	7,657,724	-	301,486,302
41,642	884,498	982,765	-	20,358,228
-	-	-	-	[311,236]
-	-	-	-	[33,672,172]
[324,717]	[465,234]	[223,121]	-	[1,721,113]
879,804	8,300,468	8,417,368	-	286,140,009
96,298	2,884,353	312,593	20,097,529	76,092,258

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 15. Heritage materials

Group	Asian Civilisations Museum \$	National Museum of Singapore \$
<b>2016</b>		
Beginning of financial year	<b>185,826,057</b>	<b>36,694,978</b>
Acquisitions		
- Funded by donations	<b>3,766,437</b>	-
- Funded by equity injections from MCCY	<b>3,369,377</b>	<b>95,188</b>
- Funded by government and other grants (Note 21)	<b>1,968,465</b>	-
- Donations-in-kind	<b>2,677,477</b>	<b>24,151</b>
Returns	<b>[726,739]</b>	-
- Funded by government and other grants	<b>[267,024]</b>	-
- Funded by donations		
Write Off	<b>[48,982]</b>	<b>[60,865]</b>
- Funded by government and other grants	<b>[35,571]</b>	<b>[182]</b>
- Funded by donation	<b>196,529,497</b>	<b>36,753,270</b>
<b>End of financial year</b>		
<b>At 31 March 2016</b>	<b>77,394,471</b>	<b>8,796,928</b>
At cost	<b>119,135,026</b>	<b>27,956,342</b>
At valuation	<b>196,529,497</b>	<b>36,753,270</b>
<b>2015</b>		
Beginning of financial year	174,239,625	36,086,510
Acquisitions		
- Funded by government grants and other grants (Note 21)	36,402	-
- Funded by donations	1,086,513	-
- Funded by equity injections from MCCY	11,117,924	306,960
- Donations-in-kind	61,493	301,508
<b>Return of heritage materials</b>	<b>[715,900]</b>	-
End of financial year	<b>185,826,057</b>	<b>36,694,978</b>
<b>At 31 March 2015</b>		
At cost	69,368,508	8,762,787
At valuation	116,457,549	27,932,191
	<b>185,826,057</b>	<b>36,694,978</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Singapore Art Museum	National Gallery Singapore	Heritage institution	Art Bank Scheme/ Government Institution Scheme	Philatelic collection	Total
\$	\$	\$	\$	\$	\$
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>1,208,126</b>	<b>444,037,453</b>
-	-	-	-	-	<b>3,766,437</b>
<b>2,133,409</b>	<b>5,021,567</b>	<b>740,287</b>	-	-	<b>11,359,828</b>
<b>90,000</b>	-	-	-	-	<b>2,058,465</b>
-	<b>765,638</b>	<b>53,180</b>	-	<b>100,135</b>	<b>3,620,581</b>
-	-	-	-	-	<b>[726,739]</b>
-	-	-	-	-	<b>[267,024]</b>
<b>[3,022]</b>	-	-	-	-	<b>[112,869]</b>
-	-	-	-	-	<b>[35,753]</b>
<b>167,006,629</b>	<b>50,354,092</b>	<b>9,634,378</b>	<b>2,114,252</b>	<b>1,308,261</b>	<b>463,700,379</b>
45,159,068	31,880,579	9,498,578	2,114,252	1,208,126	176,052,002
121,847,561	18,473,513	135,800	-	100,135	287,648,377
167,006,629	50,354,092	9,634,378	2,114,252	1,308,261	463,700,379
163,147,828	29,692,643	7,464,220	2,114,252	1,208,126	413,953,204
-	-	-	-	-	36,402
-	-	200,000	-	-	1,286,513
1,538,414	2,960,744	1,145,371	-	-	17,069,413
100,000	11,913,500	31,320	-	-	12,407,821
-	-	-	-	-	<b>[715,900]</b>
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>1,208,126</b>	<b>444,037,453</b>
42,938,681	26,859,012	8,758,291	2,114,252	1,208,126	160,009,657
121,847,561	17,707,875	82,620	-	-	284,027,796
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>1,208,126</b>	<b>444,037,453</b>



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 15. Heritage materials (continued)

<b>Board</b>	Asian Civilisations Museum	National Museum of Singapore
	\$	\$
<b>2016</b>		
Beginning of financial year	<b>185,826,057</b>	<b>36,694,978</b>
Acquisitions		
- Funded by donations	<b>3,766,437</b>	-
- Funded by equity injections from MCCY	<b>3,369,377</b>	<b>95,188</b>
- Funded by government and other grants (Note 21)	<b>1,968,465</b>	-
- Donations-in-kind	<b>2,677,477</b>	<b>24,151</b>
Returns	<b>[726,739]</b>	-
- Funded by government and other grants	<b>[267,024]</b>	-
- Funded by donations		
Write Off		
-Funded by government and other grants	<b>[48,982]</b>	<b>[60,865]</b>
-Funded by donations	<b>[35,571]</b>	<b>[182]</b>
End of financial year	<b>196,529,497</b>	<b>36,753,270</b>
<b>At 31 March 2016</b>		
At cost	<b>77,394,471</b>	<b>8,796,928</b>
At valuation	<b>119,135,026</b>	<b>27,956,342</b>
	<b>196,529,497</b>	<b>36,753,270</b>
<b>2015</b>		
Beginning of financial year	174,239,625	36,086,510
Acquisitions		
- Funded by government and other grants (Note 21)	36,402	-
- Funded by donations	1,086,513	-
- Funded by equity injections from MCCY	11,117,924	306,960
- Donations-in-kind	61,493	301,508
Return of heritage materials	<b>[715,900]</b>	-
End of financial year	<b>185,826,057</b>	<b>36,694,978</b>
<b>At 31 March 2015</b>		
At cost	<b>69,368,508</b>	<b>8,762,787</b>
At valuation	<b>116,457,549</b>	<b>27,932,191</b>
	<b>185,826,057</b>	<b>36,694,978</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

Singapore Art Museum \$	National Gallery Singapore \$	Heritage institution \$	Art Bank Scheme/ Government Institution Scheme \$	Total \$
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>442,829,327</b>
-	-	-	-	<b>3,766,437</b>
<b>2,133,409</b>	<b>5,021,567</b>	<b>740,287</b>	-	<b>11,359,828</b>
<b>90,000</b>	-	-	-	<b>2,058,465</b>
-	<b>765,638</b>	<b>53,180</b>	-	<b>3,520,446</b>
-	-	-	-	<b>[726,739]</b>
-	-	--	-	<b>[267,024]</b>
<b>[3,022]</b>	-	-	-	<b>[112,869]</b>
-	-	-	-	<b>[35,753]</b>
<b>167,006,629</b>	<b>50,354,092</b>	<b>9,634,378</b>	<b>2,114,252</b>	<b>462,392,118</b>
<b>45,159,068</b>	<b>31,880,579</b>	<b>9,498,578</b>	<b>2,114,252</b>	<b>174,843,876</b>
<b>121,847,561</b>	<b>18,473,513</b>	<b>135,800</b>	-	<b>287,548,242</b>
<b>167,006,629</b>	<b>50,354,092</b>	<b>9,634,378</b>	<b>2,114,252</b>	<b>462,392,118</b>
163,147,828	29,692,643	7,464,220	2,114,252	412,745,078
-	-	-	-	36,402
-	-	200,000	-	1,286,513
1,538,414	2,960,744	1,145,371	-	17,069,413
100,000	11,913,500	31,320	-	12,407,821
-	-	-	-	<b>[715,900]</b>
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>442,829,327</b>
<b>42,938,681</b>	<b>26,859,012</b>	<b>8,758,291</b>	<b>2,114,252</b>	<b>158,801,531</b>
<b>121,847,561</b>	<b>17,707,875</b>	<b>82,620</b>	-	<b>284,027,796</b>
<b>164,786,242</b>	<b>44,566,887</b>	<b>8,840,911</b>	<b>2,114,252</b>	<b>442,829,327</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 15. Heritage materials [continued]

Heritage materials are subject to write-off according to the Board's policy and \$112,869 (2015: \$Nil) and \$35,753 (2015: \$Nil) of heritage materials purchased using government grants and donations respectively for the Group and the Board were written off during the year in accordance to the Board's policy.

During the current financial year, a heritage material amounting to \$993,763 comprising \$726,739 and \$267,024 funded by government grants and donations respectively of the Group and the Board was returned to the country of its origin for no consideration.

In the previous financial year ended 31 March 2015, \$715,900 of heritage material purchased using equity injections from MCCY was returned by the Group and the Board and a refund was received from the vendor.

Heritage materials of the former National Museum, National Archives and Oral History Department of the then Ministry of Information and the Arts were transferred to the Board on its establishment in 1993. The heritage materials comprising artworks and artefacts were valued by the Arts Appraisal Committee, Museum Curators or external valuers on a class basis (eg. coins, ceramics) and amounted to \$33,912,599 as at 31 March 2016 and 2015. These are recorded as part of heritage capital reserve.

The Art Bank Scheme and the Government Institution Scheme are schemes to purchase heritage materials comprising artworks for the Government offices and amounted to \$467,425 and \$1,646,827 respectively as at 31 March 2016 and 2015. The objectives of these schemes are to improve the ambience of the participating Government offices as well as to improve art appreciation amongst Government staff.

During the financial year ended 31 March 2013, 53,227 heritage materials of the Tang Shipwreck Treasure were transferred from the Singapore Tourism Board to the Board. The heritage materials were valued by an external valuer on a class basis at \$75,020,166 (USD60,392,985) in June 2012. These are recorded as part of heritage capital reserve.

## 16. Other payables

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Accrual for staff costs	<b>9,086,787</b>	8,261,648	<b>8,824,581</b>	8,016,002
Other payables	<b>26,370,761</b>	20,352,923	<b>26,249,929</b>	20,246,031
	<b>35,457,548</b>	28,614,571	<b>35,074,510</b>	28,262,033

Other payables mainly comprise amounts due to vendors for exhibition expenses, purchase of heritage materials and maintenance services.

The contractual undiscounted cash flows of other payables are equivalent to their carrying amount and are expected to occur within one year.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 17. Grants received in advance

	Capital Grants		Operating Grants		Total	
	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$
<b>Group</b>						
Beginning of financial year	-	6,832,737	99,875,598	79,457,097	99,875,598	86,289,834
Grants received during the year	244,510	3,632,008	130,518,998	119,503,341	130,763,508	123,135,349
Transfer to heritage capital reserve (Note 21)	-	-	(2,058,465)	[36,402]	(2,058,465)	[36,402]
Transfer to deferred capital grants (Note 19)	(244,510)	[10,464,745]	(13,359,498)	[5,834,326]	(13,604,008)	[16,299,071]
Transfer to income statement	-	-	(107,418,259)	[93,214,112]	(107,418,259)	[93,214,112]
End of financial year	-	-	107,558,374	99,875,598	107,558,374	99,875,598

	Capital Grants		Operating Grants		Total	
	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$
<b>Board</b>						
Beginning of financial year	-	6,832,737	99,543,773	79,457,097	99,543,773	86,289,834
Grants received during the year	244,510	3,632,008	130,109,470	118,016,029	130,353,980	121,648,037
Transfer to heritage capital reserve (Note 21)	-	-	(2,058,465)	[36,402]	(2,058,465)	[36,402]
Transfer to deferred capital grants (Note 19)	(244,510)	[10,464,745]	(13,350,739)	[5,795,436]	(13,595,249)	[16,260,181]
Transfer to income statement	-	-	(107,398,259)	[92,097,515]	(107,398,259)	[92,097,515]
End of financial year	-	-	106,845,780	99,543,773	106,845,780	99,543,773

## 18. Deferred donations

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Beginning of financial year	16,232,311	17,718,407	16,232,311	17,718,407
Donations received	9,582,237	8,899,875	8,925,750	8,851,703
Transfer to income statement	(14,166,280)	[10,292,097]	(13,509,793)	[10,243,925]
Transfer to SAM (Note 1)	-	[93,874]	-	[93,874]
End of financial year	11,648,268	16,232,311	11,648,268	16,232,311

The deferred donations mainly relate to donations received for specific purposes such as for exhibitions or purchase of certain heritage materials. It will be recognised as income when the deferred donation is utilised. In accordance with the Charities (Institutions of a Public Character) Regulations 2007 section 11, paragraph 7, any unutilised specific donations is to be refunded to the donor or be used for purposes approved by the Sector Administrator.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 19. Deferred capital grants

	Group 2016 \$	2015 \$	Board 2016 \$	2015 \$
Beginning of financial year	<b>52,743,628</b>	55,179,674	<b>52,652,860</b>	55,100,269
Transfer from Government grants (Note 17)	<b>13,604,008</b>	16,299,071	<b>13,595,249</b>	16,260,181
Amortisation of deferred capital grants				
- Depreciation of property, plant and equipment	<b>(16,337,777)</b>	(17,915,386)	<b>(16,315,076)</b>	(17,887,859)
- Write-off of property, plant and equipment	<b>(2,929,658)</b>	(29,062)	<b>(2,929,658)</b>	(29,062)
	<b>(19,267,435)</b>	(17,944,448)	<b>(19,244,734)</b>	(17,916,921)
Transfer from IDA	<b>850,000</b>	-	<b>850,000</b>	-
Transfer to SAM (Note 1)	-	(62,247)	-	(62,247)
Transfer to MCCY	-	(728,422)	-	(728,422)
End of financial year	<b>47,930,201</b>	52,743,628	<b>47,853,375</b>	52,652,860

## 20. Capital account

	Group and Board 2016 \$	2015 \$
Beginning of financial year	<b>213,224,972</b>	114,277,132
Issue of shares	<b>82,855,437</b>	101,353,389
Return of share capital - transfer of SAM (Note 1)	-	(2,405,549)
End of financial year	<b>296,080,409</b>	213,224,972

The capital account represents equity injections by MOF in its capacity as shareholder under the Capital Management Framework for Statutory Boards.

During the year, the Board issued 82,855,437 (2015: 101,353,389) shares at \$1 each, comprising \$55,066,154 (2015: \$61,942,300) as a sinking fund which is designated to fund the replacement and capital improvement of property, plant and equipment, \$5,002,420 (2015: \$24,701,600) for acquisition of heritage materials and \$22,786,863 (2015: \$14,709,489) for development projects. The shares are held by the MOF, a body incorporated by the Minister for Finance (Incorporation) Act (Chapter 183, 1985 Revised Edition). The holder of shares is entitled to returns on equity from time to time.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 20. Capital account (continued)

### *Capital management*

Capital consists of capital account, heritage capital reserve and accumulated surplus of the Group. The Group's objectives when managing capital is to maintain a strong capital base so as to sustain its operations and the future development of the Group. The capital structure of the Group mainly consists of capital received from its equity holder and grants from the government. To achieve these objectives, the Group may secure grants from Government or other government agencies, issue new capital or return capital to its equity holder.

There were no changes in the Group's approach to capital management during the year. The Group is not subject to any externally imposed capital requirements except for those mandated by the Ministry of Finance.

## 21. Heritage capital reserve

	Group		Board	
	2016	2015	2016	2015
	\$	\$	\$	\$
Beginning of financial year	<b>163,556,773</b>	163,520,371	<b>163,556,863</b>	163,520,461
Transfer from government and other grants (Note 17)	<b>2,058,465</b>	36,402	<b>2,058,465</b>	36,402
Heritage material purchased using government grants written off	<b>(112,869)</b>	-	<b>(112,869)</b>	-
Heritage material purchased using government grants returned	<b>(726,739)</b>	-	<b>(726,739)</b>	-
End of financial year	<b>164,775,630</b>	163,556,773	<b>164,775,720</b>	163,556,863
<b>Philatelic assets</b>				
Beginning and end of financial year	<b>3,270,363</b>	3,270,363	-	-
	<b>168,045,993</b>	166,827,136	164,775,720	163,556,863

The heritage capital reserve comprises grants from the Government utilised for the purchase of heritage materials, contributions from other organisations and persons in the form of heritage materials for the establishment of the Board and the transfer of heritage materials from other statutory boards and ministries, including philatelic assets from IDA who was a member of the Singapore Philatelic Museum from 1995 to 2001.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 22. Accumulated surplus

### (a) General Fund - Others

Income and expenditure relating to the main activities of the Group and Board are accounted for through the General Fund in the Group's and the Board's income statement. General Fund (others) excludes income and expenditure relating to General Fund (heritage materials and property, plant and equipment) as described below.

#### Reserves Management

NHB has a reserves policy to maintain 6 months of its annual operating expenditure to ensure long-term financial sustainability. The reserves level is capped at an amount of not more than 1 year of its annual operating expenditure as part of good corporate governance.

The reserves of the Board refer to the General Fund-others which can be used for operating purposes or contingencies or for non-operating purposes including development projects.

The Board regularly reviews the amount of reserves through annual budgeting and quarterly management reporting. Utilisation of the reserves would require the Board's approval.

### (b) General Fund - Donated heritage materials and property, plant and equipment

Income and expenditure relating to donation-in-kind comprising heritage materials, and property, plant and equipment, as well as non-government grants used for the purchase of heritage materials and property, plant and equipment are accounted for through this fund in the Group's and the Board's income statement. Heritage materials received by the Group as donations are not intended for trading or for sale.

### (c) Restricted Funds

The Group's Restricted Funds comprise donations received for specific purposes for which there are restrictions on the Group in relation to the application of these funds. These donations include specific donations received for exhibitions and programs as well as for restoration and repair works to national monuments.

Restricted funds comprise the following:

<b><u>Name of Fund</u></b>	<b><u>Purpose</u></b>
Heritage Institution Funds	Supporting the redevelopment of the 3 heritage institutions (HIs), namely the Malay Heritage Centre (MHC), Sun Yat Sen Nanyang Memorial Hall (SYSNMH) and Indian Heritage Centre (IHC), as well as their operations to ensure the long-term sustainability of the different institutions.
Other funds	Set up for specific purposes relating to the Group's and the Board's operations.
Development fund	To fund the replacement and capital improvement of the Group's and the Board's property, plant and equipment.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 22. Accumulated surplus (continued)

### (c) Restricted Funds (continued)

The breakdown of the income and expenditure of the restricted funds for the Group and Board are as follows:

Group	Heritage Institution Funds		Other funds		Development fund		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>								
Contribution and cash donations	26,323	10,513	2,412,365	1,202,209	-	-	2,438,688	1,212,722
Admission fees	65,695	41,304	-	-	-	-	65,695	41,304
Rental income	320	-	-	-	-	-	320	-
Interest income	-	-	-	-	1,285,486	-	1,285,486	-
Workshop/Seminars	45,502	238	-	-	-	-	45,502	238
Commission/Royalties/ Consignment	5,348	5,599	-	-	-	-	5,348	5,599
Others	67,925	3,053	-	-	-	-	67,925	3,053
	211,113	60,707	2,412,365	1,202,209	1,285,486	-	3,908,964	1,262,916
<b>Operating expenditure</b>								
Employee compensation	(2,962,955)	(3,205,478)	-	-	-	-	(2,962,955)	(3,205,478)
Depreciation of property, plant and equipment	(4,208,536)	(2,296,561)	(1,064,182)	(224,321)	-	-	(5,272,718)	(2,520,882)
Rental on operating leases	(566,262)	(405,816)	-	-	-	-	(566,262)	(405,816)
Utilities	(546,724)	(463,739)	-	-	-	-	(546,724)	(463,739)
Exhibition expenses	(1,014,995)	(902,608)	-	(49,692)	-	-	(1,014,995)	(952,300)
Repairs and maintenance	(1,212,019)	(584,732)	(1,871,926)	(969,792)	-	-	(3,083,945)	(1,554,524)
Other services and fees	(1,137,027)	(877,060)	(62,117)	(20,349)	-	-	(1,199,144)	(897,409)
Goods and services tax expenses	(424,468)	(268,678)	(1)	(269)	-	-	(424,469)	(268,947)
Supplies and materials	(186,073)	(251,735)	(6,470)	-	-	-	(192,543)	(251,735)
Outreach, publicity and public relations	(366,345)	(142,691)	(449,629)	(133,559)	-	-	(815,974)	(276,250)
Security systems and services	(724,021)	(374,445)	-	-	-	-	(724,021)	(374,445)
Staff welfare and development	(38,543)	(42,992)	(22,222)	(28,548)	-	-	(60,765)	(71,540)
Transport, postage and communications	(162,513)	(88,894)	-	-	-	-	(162,513)	(88,894)
Property, plant and equipment written-off	-	-	-	(17,603)	-	-	-	(17,603)
<b>Total operating expenses</b>	(13,550,481)	(9,905,429)	(3,476,547)	(1,444,133)	-	-	(17,027,028)	(11,349,562)
<b>Deficit before grants</b>	(13,339,368)	(9,844,722)	(1,064,182)	(241,924)	1,285,486	-	(13,118,064)	(10,086,646)
Deferred capital grants amortised	4,208,536	2,296,561	1,064,182	241,924	-	-	5,272,718	2,538,485
Grants received	9,130,832	7,548,161	-	-	-	-	9,130,832	7,548,161
<b>Net surplus</b>	-	-	-	-	1,285,486	-	1,285,486	-
Accumulated surplus at beginning of financial year	-	-	-	-	-	-	-	-
Transfer from general fund to development fund	-	-	-	-	423,400	-	423,400	-
Accumulated surplus at end financial year	-	-	-	-	1,708,886	-	1,708,886	-

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 22. Accumulated surplus (continued)

### (c) Restricted Funds (continued)

The breakdown of the income and expenditure of the restricted funds for the Group and Board are as follows:

Board	Heritage Institution Funds		Other funds		Development fund		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income</b>								
Contribution and cash donations	26,323	10,513	2,412,365	1,202,209	-	-	2,438,688	1,212,722
Admission fees	65,695	41,304	-	-	-	-	65,695	41,304
Rental income	320	-	-	-	-	-	320	-
Interest income	-	-	-	-	1,285,486	-	1,285,486	-
Workshop/Seminars	45,502	238	-	-	-	-	45,502	238
Commission/Royalties/ Consignment	5,348	5,599	-	-	-	-	5,348	5,599
Others	67,925	3,053	-	-	-	-	67,925	3,053
	211,113	60,707	2,412,365	1,202,209	1,285,486	-	3,908,964	1,262,916
<b>Operating expenditure</b>								
Employee compensation	(2,962,955)	(3,205,478)	-	-	-	-	(2,962,955)	(3,205,478)
Depreciation of property, plant and equipment	(4,208,536)	(2,296,561)	(1,064,182)	(224,321)	-	-	(5,272,718)	(2,520,882)
Rental on operating leases	(566,262)	(405,816)	-	-	-	-	(566,262)	(405,816)
Utilities	(546,724)	(463,739)	-	-	-	-	(546,724)	(463,739)
Exhibition expenses	(1,014,995)	(902,608)	-	(49,692)	-	-	(1,014,995)	(952,300)
Repairs and maintenance	(1,212,019)	(584,732)	(1,871,926)	(969,792)	-	-	(3,083,945)	(1,554,524)
Other services and fees	(1,137,027)	(877,060)	(62,117)	(20,349)	-	-	(1,199,144)	(897,409)
Goods and services tax expenses	(424,468)	(268,678)	(1)	(269)	-	-	(424,469)	(268,947)
Supplies and materials	(186,073)	(251,735)	(6,470)	-	-	-	(192,543)	(251,735)
Outreach, publicity and public relations	(366,345)	(142,691)	(449,629)	(133,559)	-	-	(815,974)	(276,250)
Security systems and services	(724,021)	(374,445)	-	-	-	-	(724,021)	(374,445)
Staff welfare and development	(38,543)	(42,992)	(22,222)	(28,548)	-	-	(60,765)	(71,540)
Transport, postage and communications	(162,513)	(88,894)	-	-	-	-	(162,513)	(88,894)
Property, plant and equipment written-off	-	-	-	(17,603)	-	-	-	(17,603)
<b>Total operating expenses</b>	(13,550,481)	(9,905,429)	(3,476,547)	(1,444,133)	-	-	(17,027,028)	(11,349,562)
<b>Deficit before grants</b>	(13,339,368)	(9,844,722)	(1,064,182)	(241,924)	1,285,486	-	(13,118,064)	(10,086,646)
Deferred capital grants amortised	4,208,536	2,296,561	1,064,182	241,924	-	-	5,272,718	2,538,485
Grants received	9,130,832	7,548,161	-	-	-	-	9,130,832	7,548,161
<b>Net surplus</b>	-	-	-	-	1,285,486	-	1,285,486	-
Accumulated surplus at beginning of financial year	-	-	-	-	-	-	-	-
Transfer from general fund to development fund	-	-	-	-	-	-	-	-
<b>Accumulated surplus at end financial year</b>	-	-	-	-	1,285,486	-	1,285,486	-



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 23. Net assets of trust funds

The nature of the trust funds of the Board is as below:

- (a) The Singapore Philatelic Fund which is established for the purpose of promoting and stimulating an interest in philately, managing the philatelic archival materials, and establishing and managing a postal museum, the Singapore Philatelic Museum. Any use of the Philatelic Fund which is not in accordance with these purposes and guidelines requires the prior approval of the Board.
- (b) Funds that are held on behalf of the ASEAN Committee ["ASEAN COCI"] as the Board manages projects on Culture and Information, on behalf of and which are funded by the ASEAN Committee.

The Group's trust funds solely comprise funds that are held on behalf of the ASEAN Committee.

The following break-down of the income, expenditure and assets of the trust funds have been prepared from the records of the trust funds and reflect only the transactions handled by the Group and the Board.

Group	ASEAN COCI Fund		Total	
	2016 \$	2015 \$	2016 \$	2015 \$
<b>Income</b>				
Others	30,350	31,365	30,350	31,365
<b>Expenditure</b>				
Other services and fees	(13,195)	(13,413)	(13,195)	(13,413)
Supplies and materials	-	-	-	-
Outreach, publicity and public relations	-	(1,760)	-	(1,760)
Transport, postage and communications	(13,448)	(15,989)	(13,448)	(15,989)
	<b>(26,643)</b>	<b>(31,162)</b>	<b>(26,643)</b>	<b>(31,162)</b>
<b>Net surplus</b>	<b>3,707</b>	<b>203</b>	<b>3,707</b>	<b>203</b>
Return of funds	(8,445)	(34,176)	(8,445)	(34,176)
Accumulated surplus at beginning of financial year	4,738	38,711	4,738	38,711
Accumulated surplus at end of financial year	-	4,738	-	4,738
<b>Represented by:</b>				
<b>Assets</b>				
Cash and cash equivalents	-	4,738	-	4,738
<b>Net assets</b>	<b>-</b>	<b>4,738</b>	<b>-</b>	<b>4,738</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 23. Net assets of trust funds (continued)

Board	Singapore Philatelic Fund		ASEAN COCI Fund		Total	
	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$
<b>Income</b>						
Interest income	29,063	38,322	-	-	29,063	38,322
Gain on investment at fair value through profit or loss	-	43,355	-	-	-	43,355
Others	108	-	30,350	31,365	30,458	31,365
	<b>29,171</b>	81,677	<b>30,350</b>	31,365	<b>59,521</b>	113,042
<b>Expenditure</b>						
Other services and fees	-	(54)	(13,195)	(13,413)	(13,195)	(13,467)
Outreach, publicity and public relations	-	-	-	(1,760)	-	(1,760)
Transport, postage and communications	-	-	(13,448)	(15,989)	(13,448)	(15,989)
Loss on investment at fair value through profit or loss	(55,080)	-	-	-	(55,080)	-
	<b>(55,080)</b>	(54)	<b>(26,643)</b>	(31,162)	<b>(81,723)</b>	(31,216)
<b>Net surplus/(deficit)</b>	<b>(25,909)</b>	81,623	<b>3,707</b>	203	<b>(22,202)</b>	81,826
Return of funds	-	-	(8,445)	(34,176)	(8,445)	(34,176)
Accumulated surplus at beginning of the year	<b>4,046,271</b>	3,964,648	<b>4,738</b>	38,711	<b>4,051,009</b>	4,003,359
Accumulated surplus at end of the year	<b>4,020,362</b>	4,046,271	-	4,738	<b>4,020,362</b>	4,051,009
<b>Represented by:</b>						
<b>Assets</b>						
Financial assets at fair value through profit or loss	<b>2,019,158</b>	2,074,238	-	-	<b>2,019,158</b>	2,074,238
Cash and cash equivalents	<b>2,001,204</b>	1,972,033	-	4,738	<b>2,001,204</b>	1,976,771
	<b>4,020,362</b>	4,046,271	-	4,738	<b>4,020,362</b>	4,051,009
<b>Net assets</b>	<b>4,020,362</b>	4,046,271	-	4,738	<b>4,020,362</b>	4,051,009

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 24. National Heritage Fund

The movements in the fund including receipts and utilisation of donations are as follows:

	<b>Group and Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Beginning of financial year	<b>10,510,380</b>	9,170,130
Donations received		
- Tax-deductible	<b>4,951,012</b>	6,703,700
- Non-tax deductible	<b>1,041,402</b>	215,218
	<b>5,992,414</b>	6,918,918
Expenditure	<b>(8,002,185)</b>	(5,142,861)
Transfer to SAM (Note 1)	-	(435,807)
End of financial year	<b>8,500,609</b>	10,510,380
Represented by:		
Assets		
Cash and cash equivalents	<b>8,500,609</b>	10,510,380
Net assets	<b>8,500,609</b>	10,510,380

The objective of the National Heritage Fund is to promote and facilitate the appreciation and development of our heritage, culture and arts, so as to foster a socially cohesive, creative and culturally vibrant nation. Its expenditure mainly comprises of heritage projects, exhibition and outreach activities for public benefit, and other activities undertaken by the Board in line with its functions prescribed under the National Heritage Board Act (Chapter 196A).



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 25. Preservation of Monuments Fund

The movements in the fund including receipts and utilisation of donations are as follows:

	<b>Group and Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Beginning of financial year	<b>5,682,955</b>	4,719,962
Donations received		
- Tax-deductible	<b>2,931,336</b>	1,832,285
- Non-tax deductible	<b>2,000</b>	100,500
	<b>2,933,336</b>	1,932,785
Expenditure	<b>[1,871,926]</b>	[969,792]
End of financial year	<b>6,744,365</b>	5,682,955
Represented by:		
Assets		
Cash and cash equivalents	<b>6,744,365</b>	5,682,955
Net assets	<b>6,744,365</b>	5,682,955

The objective of the Preservation of Monuments Fund is to support the activities undertaken by the Preservation of Sites and Monuments division of the National Heritage Board in relation to the protection, restoration and preservation of national monuments, in line with its functions and powers as prescribed under the Preservation of Monuments Act [Cap. 239]. Its expenditure mainly comprises restoration and repair works to national monuments, to ensure their proper preservation.

## 26. Dividends

	<b>Group and Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Dividends paid per share [2015: 0.07 cents]	-	152,000

During the financial year ended 31 March 2015, NHB paid total dividends of \$152,000 on the share capital issued to the Minister for Finance in respect of the financial year ended 31 March 2014.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 27. Commitments

### (a) Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	<b>Group and Board</b>	
	<b>2016</b>	2015
	<b>\$</b>	<b>\$</b>
Contracted but not provided for	<b>501,907</b>	3,299,270
Authorised but not contracted for	<b>29,066,778</b>	64,603,506
	<b>29,568,685</b>	67,902,776

### (b) Operating lease commitments where the Group is the lessee

The operating lease commitments relate to the leasing of premises at the various museums, other heritage organisations and photocopiers. The leases of the premises at various museums and other heritage organisations will expire between 30 June 2016 and 14 July 2019 (2015: 30 June 2015 and 31 April 2018) and the current rent payable on the leases range from \$120 to \$207,324 (2015: \$120 to \$207,324) per month and the photocopiers are under a lease of up to 5 years (2015: up to 5 years).

The future minimum lease payables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	<b>Group</b>		<b>Board</b>	
	<b>2016</b>	2015	<b>2016</b>	2015
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Not later than one year	<b>9,222,643</b>	6,870,618	<b>9,217,243</b>	6,864,738
Later than one year but not later than five years	<b>9,974,417</b>	9,118,466	<b>9,950,797</b>	9,107,001
	<b>19,197,060</b>	15,989,084	<b>19,168,040</b>	15,971,739

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 27. Commitments [continued]

### (c) Operating lease commitments where the Group is the lessor

The Group and Board lease out retail space to non-related parties under non-cancellable operating leases. The lessees are required to pay either absolute fixed annual increase to the lease payments or contingent rents computed based on their sales achieved during the lease period.

The future minimum lease receivables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as receivables, are as follows:

	<b>Group and Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Not later than one year	<b>1,404,969</b>	907,427
Later than one year but not later than five years	<b>1,873,868</b>	84,014
	<b>3,278,837</b>	991,441

## 28. Related party transactions

During the financial year, other than as disclosed elsewhere in the financial statements, the significant transactions with related parties which were carried out in the normal course of business are as follows:

	<b>Board</b>	
	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Grants received/receivable		
- Ministry of Culture, Community and Youth	<b>118,960,223</b>	113,893,367
- National Arts Council	<b>7,156,640</b>	988,307
- Singapore Totalisator Board	<b>9,538,246</b>	17,061,457
Rental paid/payable to Singapore Land Authority	<b>7,886,898</b>	8,374,261
IT charges paid/payable to Infocomm Development Authority of Singapore	<b>1,415,626</b>	2,274,287

Outstanding balances at 31 March 2016 are as follows:

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Grants receivable		
- Ministry of Culture, Community and Youth	<b>3,321,847</b>	32,610,324
- National Arts Council	-	54,376
- Singapore Totalisator Board	<b>16,179,633</b>	18,446,957
Other payables	<b>643,850</b>	-
- Infocomm Development Authority of Singapore	<b>176,460</b>	16,394



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management

### *Financial risk factors*

Risk management is integral to the whole activities of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The Group continually monitors its risk management process to ensure that an appropriate balance between risk and control is achieved. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

The information presented below is based on information received by key management.

#### a) Market risk

##### *(i) Currency risk*

Other than the investments managed by its fund manager, the Group and Board do not have material exposure to foreign exchange risks.

The Group invested its funds with the fund manager, under AGD's Demand Aggregation [DA] for Fund Management Services. The fund manager is given discretion in managing their respective portfolios, subject to the investment guidelines and the mandate set out in the DA agreement.

The Group is exposed to currency risk arising from quoted equity investments held by the fund manager. Where non-monetary financial instruments such as equity securities are denominated in currencies other than the functional currency of the Group, the price initially expressed in foreign currency and then converted into the functional currency will fluctuate because of changes in foreign exchange rates. The overall market position of these equity investments is monitored on a daily basis by the fund manager. Other than the investments in quoted equity investments, the fund manager manages the overall currency exposure mainly by entering into currency forwards

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

(a) Market risk (continued)

(i) Currency risk (continued)

The currency exposure that arises from the investments managed by the external fund manager is as follows:

	2016				
	SGD	USD	EUR	Others	Total
	\$	\$	\$	\$	\$
<b>Group</b>					
Quoted equity securities	1,055,785	-	-	3,844,772	4,900,557
Quoted bonds	7,786,062	10,215,736	3,824,262	-	21,826,060
Quoted money market instruments	4,749,276	-	-	-	4,749,276
Cash held by fund manager	-	204,325	47,655	348,854	600,834
	13,591,123	10,420,061	3,871,917	4,193,626	32,076,727
Less: Currency forwards	-	[9,053,384]	[3,871,330]	[560,125]	[13,484,839]
Less: Denominated in functional currency	[13,591,123]	-	-	-	[13,591,123]
Currency exposure of net financial assets	-	1,366,677	587	3,633,501	5,000,765

	2015				
	SGD	USD	EUR	Others	Total
	\$	\$	\$	\$	\$
<b>Group</b>					
Quoted equity securities	2,160,013	-	-	6,051,812	8,211,825
Quoted bonds	8,046,829	10,500,417	3,781,935	-	22,329,181
Cash held by fund manager	2,101,069	300,756	45,528	46,422	2,493,775
	12,307,911	10,801,173	3,827,463	6,098,234	33,034,781
Less: Currency forwards	-	[10,573,562]	[3,886,641]	[161,359]	[14,621,562]
Less: Denominated in functional currency	[12,307,911]	-	-	-	[12,307,911]
Currency exposure of net financial assets	-	227,611	[59,178]	5,936,875	6,105,308

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

(a) Market risk (continued)

(i) Currency risk (continued)

	2016				
	SGD	USD	EUR	Others	Total
	\$	\$	\$	\$	\$
<b>Board</b>					
Quoted equity securities	989,798	-	-	3,604,474	4,594,272
Quoted bonds	7,299,433	9,577,253	3,585,246	-	20,461,932
Quoted money market instruments	4,452,446	-	-	-	4,452,446
Cash held by fund manager	-	191,555	44,676	327,051	563,282
	12,741,677	9,768,808	3,629,922	3,931,525	30,071,932
Less: Currency forwards	-	(8,487,548)	(3,629,372)	(525,117)	(12,642,037)
Less: Denominated in functional currency	(12,741,677)	-	-	-	(12,741,677)
Currency exposure of net financial assets	-	1,281,260	550	3,406,408	4,688,218

	2015				
	SGD	USD	EUR	Others	Total
	\$	\$	\$	\$	\$
<b>Board</b>					
Quoted equity securities	2,025,012	-	-	5,673,574	7,698,586
Quoted bonds	7,543,902	9,844,141	3,545,564	-	20,933,607
Cash held by fund manager	1,969,752	281,959	42,682	43,521	2,337,914
	11,538,666	10,126,100	3,588,246	5,717,095	30,970,107
Less: Currency forwards	-	(9,912,714)	(3,643,726)	(151,274)	(13,707,714)
Less: Denominated in functional currency	(11,538,666)	-	-	-	(11,538,666)
Currency exposure of net financial assets	-	213,386	(55,480)	5,565,821	5,723,727

If the United States Dollars ["USD"] and European Dollar ["EUR"] strengthen/weaken against the SGD by 5% (2015: 5%) and 5% (2015: 5%) respectively, there would not be a material impact on the net surplus for the year.

(ii) Price risk

The Group is exposed to quoted securities price risk arising from investments held by the fund manager, which are classified as financial assets at fair value through profit or loss. To manage its price risk arising from investments in quoted securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set under the approved investment policy of the Board.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

(ii) *Price risk* [continued]

(a) Market risk [continued]

### *Sensitivity analysis*

If prices for quoted securities had increased/decreased by 10% [2015:10%] with all other variables being held constant, the net surplus would increase/decrease by:

	Group		Board	
	Net surplus for the year			
	2016	2015	2016	2015
	\$	\$	\$	\$
Financial assets at fair value through profit or loss	3,147,589	3,054,101	2,950,865	2,863,219

(iii) *Interest rate risks*

Exposure to interest rate risk relate primarily to the interest-earning financial assets of the Group which mainly comprise short-term fixed deposits held at fixed interest rates. Hence, any variations in interest rates will not have a material impact on the results of the Group.

The interest rate for cash with AGD are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements. The interest rate of cash with AGD, defined as the ratio of the interest earned to the average cash balance, ranges from 1.06% to 1.46% [2015: 0.74% to 0.99%].

The Group does not have significant exposure to interest rate risk at the balance sheet date.

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The major classes of financial assets of the Group and of the Board are principally the loans and receivables.

The maximum exposure to credit risk for other receivables [Note 11] is represented by the carrying amount of the financial assets presented in the balance sheet.

The Group's exposure to credit risk arises through its receivables. The Group's most significant debtor, the supervisory ministry, accounts for 24% [2015: 86%] of the receivables carrying amount. Based on the Group's historical experience in the collection of receivables, management believes that no impairment loss is required to be made on the outstanding receivables.

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

### (b) Credit risk [continued]

Cash and cash equivalents are placed with financial institutions which are regulated. The cash with AGD under Centralised Liquidity Management (CLM) are placed with high credit quality financial institutions, and are available upon request.

The ageing of other receivables (excluding prepayments) is as follows:

	<b>Group</b>		<b>Board</b>	
	<b>2016</b>	2015	<b>2016</b>	2015
	<b>\$</b>	\$	<b>\$</b>	\$
<b>Group</b>				
Not past due	<b>26,229,254</b>	143,426,027	<b>26,152,403</b>	143,352,036
Past due 0 - 30 days	<b>330,631</b>	49,064	<b>329,771</b>	44,880
Past due 31 - 365 days	<b>16,147</b>	2,739	<b>5,316</b>	171
	<b>26,576,032</b>	143,477,830	<b>26,487,490</b>	143,397,087

### (c) Liquidity risk

Liquidity risk is the risk that the Group and the Board will not be able to meet their financial obligations as and when they fall due.

The Group and the Board receive its funds from the Government of Singapore which are drawn down on a regular basis to meet its funding requirements, as well as donations from foundations, corporations and individuals. All excess cash from the Group's bank accounts are aggregated and centrally managed by the AGD on a daily basis.

The table below analyses non-derivative financial liabilities of the Group and the Board into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are contractual undiscounted cash flows.

	Less than 1 year
	\$
<b>Group</b>	
<b>At 31 March 2016</b>	
Other payables	<b>35,457,548</b>
<b>At 31 March 2015</b>	
Other Payables	28,614,571
<b>Board</b>	
<b>At 31 March 2016</b>	
Other payables	<b>35,074,510</b>
<b>At 31 March 2015</b>	
Other payables	28,262,033

# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

### (d) Fair value measurements

The following table presents assets and liabilities measured and carried at fair value and classified by level of the following fair value measurement hierarchy:

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

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
	\$	\$	\$	\$
<b>Group</b>				
<b>2016</b>				
Financial assets at fair value through profit or loss	<b>26,726,617</b>	<b>4,749,276</b>	-	<b>31,475,893</b>
Derivative financial instruments	-	<b>229,798</b>	-	<b>229,798</b>
<b>2015</b>				
Financial assets at fair value through profit or loss	30,541,006	-	-	30,541,006
Derivative financial instruments	-	153,024	-	153,024
<b>Board</b>				
<b>2016</b>				
Financial assets at fair value through profit or loss	<b>25,056,204</b>	<b>4,452,446</b>	-	<b>29,508,650</b>
Derivative financial instruments	-	<b>215,435</b>	-	<b>215,435</b>
<b>2015</b>				
Financial assets at fair value through profit or loss	28,632,193	-	-	28,632,193
Derivative financial instruments	-	143,459	-	143,459

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.



# NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 29. Financial risk management [continued]

### (d) Fair value measurements [continued]

The fair values of financial instruments that are not traded in an active market are determined by using valuation techniques. The Group uses a variety of methods and makes assumptions based on market conditions that are existing at each balance sheet date. The fair values of currency forwards are determined using quoted forward currency rates at the balance sheet date. These instruments are classified as Level 2. In infrequent circumstances, where a valuation technique for these instruments is based on significant unobservable inputs, such instruments are classified as Level 3.

The carrying amount of current other receivables, deposits and other payables approximate their fair values.

### (e) Financial instruments by category

The carrying amounts of the different categories of financial instruments are as follows:

	<b>Group</b>		<b>Board</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Financial assets at fair value through profit or loss	<b>31,475,893</b>	30,541,006	<b>29,508,650</b>	28,632,193
Derivative financial instruments	<b>229,798</b>	153,024	<b>215,435</b>	143,459
Loans and receivables [Note 11]	<b>26,574,032</b>	143,477,830	<b>26,487,490</b>	143,397,087
Cash and cash equivalents [Note 8]	<b>276,765,974</b>	97,804,242	<b>270,571,044</b>	92,092,667
	<b>303,340,006</b>	241,282,072	<b>297,058,534</b>	235,489,754
Financial liabilities at amortised cost	<b>35,457,548</b>	28,614,571	<b>35,074,510</b>	28,262,033

## 30. New or revised accounting standards and interpretations

The Group has not early adopted any mandatory standards, amendments and interpretations to existing standards that have been published but are only effective for the Group's accounting periods beginning on or after 1 April 2016. However, management anticipates that the adoption of these standards, amendments and interpretations will not have a material impact on the financial statements of the Group in the period of their initial adoption.

## 31. Authorisation of financial statements

These financial statements were authorised for issue by the members of the Board on 12 August 2016







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