

ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021



National Heritage Board and its Subsidiaries
(Established under the National Heritage Board Act, Chapter 196A)

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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

NHB Board Members

Ms Yeoh Chee Yan
Chairman
National Heritage Board

Ms Chang Hwee Nee
CEO
National Heritage Board

Mr Joseph Cheang
Chief Operating Officer
Architects 61 Pte Ltd

Ms Beatrice Chong
Divisional Director (Curriculum
Planning and Development 2)
Ministry of Education

Ms Jan Chua
Coordinating Divisional Director
(Higher Education Group)
Ministry of Education

Mr Keith Chua
Executive Chairman
ABR Holdings Ltd

Professor Lily Kong
President
Lee Kong Chian Chair Professor
of Social Sciences, Singapore
Management University

Mr Mark Lee
Chief Executive Officer
Sing Lun Holdings Pte Ltd

Mr Loh Lik Peng
Owner and Director
Unlisted Collection

Ms Gopi Mirchandani
CEO & Head of Client Group Asia
(ex. Japan)
NN Investment Partners
(Singapore) Ltd

Mr Daryl Ng
Deputy Chairman
Sino Group

Mrs Quek Bin Hwee
Independent Non-Executive Director
The Hongkong and
Shanghai Banking Corporation Ltd

Mr Gerald Singham
Global Vice Chair &
ASEAN CEO
Dentons Rodyk & Davidson LLP

Dr Suriani Suratman
Senior Lecturer
Department of Malay Studies
National University of Singapore

Mr Tham Tuck Cheong
Managing Director
CIAP Architects Pte Ltd

Asian Civilisations Museum Advisory Board

Mr Loh Lik Peng
Owner and Director
Unlisted Collection

Mr Arrif Ziaudeen
CEO
The Choep Group Pte Ltd

Mr Ben J Benjamin
Co-Founder and Partner
Genesis Alternative Ventures

Dr Farish A. Noor
Associate Professor, S. Rajaratnam
School of International Studies
Nanyang Technological University

Mr Hideki Akiyoshi
Director
WonderAsia Pte Ltd

Mr Kwek Eik Sheng
Group Chief Strategy Officer
City Developments Ltd

Prof Kwok Kian Woon
Associate Vice President (Wellbeing)
Nanyang Technological University

Ms Lauren Khoo
Creative Director
Lauren X Khoo Pte Ltd

Ms Mee-Seen Loong
Consultant
Sotheby's New York

Dr Melanie Chew
Military Historian;
& Director
Resource Pacific Holdings

Mr Paul Ma
Non-Executive Chairman and
Director
Mapletree North Asia Commercial
Trust Management Ltd

Ms Tan Siok Sun
Author;
& Chair
Wild Rice Ltd

Mr Timothy Chia
Chairman
Hup Soon Global Corporation Ltd

Mr Vinod Nair
Founder and CEO
Nair Pte Ltd

Mr Whang Shang Ying
Executive Director
Lam Soon Singapore Pte Ltd

National Museum of Singapore Advisory Board

Mr Keith Chua
Executive Chairman
ABR Holdings Ltd

Mr Ashvinkumar s/o Kantilal
Group CEO
ONG&ONG Pte Ltd

Ms Eunice Olsen
Founder & CEO
Eunice Olsen Media

Mr Gerald Tan
Head of Reputational Risk for Asia
Credit Suisse

Assoc Prof Hadijah Rahmat
Head, Asian Languages & Cultures
National Institute of Education

Ms Ho Peng
Advisor
Ministry of Education

Mr Jeshier Loi
Director, Branding and Market
Development
Ya Kun International Pte Ltd

Mr John Koh
Director
NSL Ltd; Mapletree (US/Eur) Logistics
Pte Trust

BG (NS) Kenneth Liow
Director National Service Affairs,
Singapore Armed Forces

Dr Kenneth Paul Tan
Professor, School of Communication
Hong Kong Baptist University

Dr Kenson Kwok
Founding Director
Asian Civilisations Museum

Mr Mohan Mulani
Managing Director
7 Hospitality Singapore Pte Ltd

Ms Wendy Ang (till Sep 2020)
Director
National Archives of Singapore

Preservation of Sites and Monuments Advisory Board

Mr Tan Kok Hiang
Founding Director
Forum Architects

Dr Albert Lau
Associate Professor
Department of History
National University of Singapore

Mr Ashvinkumar s/o Kantilal
Group CEO
ONG&ONG Pte Ltd

Dr Chang Jiat Hwee
Associate Professor
Department of Architecture
National University of Singapore

Er Chew Keat Chuan
Group Director, Building Engineering
Building and Construction Authority

Mr Fong Hoo Cheong
Principal Architect
HCF and Associates Architects

Dr Hossein Rezai-Jorabi
Founding Principal and Director
Web Structures Pte Ltd;
& Managing Director
Milan Research Lab

Mr John Chung
Head
Engineering and Construction
Kelvin Chia Partnership

Mr Ler Seng Ann
Group Director
Development Services
Urban Redevelopment Authority

Mr Raymond Woo
Principal Architect
Raymond Woo & Associates
Architects

Mr Simon Ong (from Jan 2021)
Deputy Chief Executive
GeoSpatial and Corporate
Singapore Land Authority

Mr Tan Boon Khai (till 21 Aug 2020)
CEO
Singapore Land Authority

Mdm Wo Mei Lan
Director
Liu & Wo Architects Pte Ltd

Indian Heritage Centre Advisory Board

Amb Gopinath Pillai
Ambassador-at-Large;
Executive Chairman
Savant Infocomm Pte Ltd;
& Chairman
Institute of South Asian Studies

Mr Dilbagh Singh
Retired Educator

Ms Juthika Ramanathan
Chief Executive
Judiciary Administration & Operations
Supreme Court of Singapore

Dr Ma Swan Hoo
Senior Clinical Investigator
Institut D'Expertise Clinique

Mr R Dhinakaran
Managing Director
Jay Gee Melwani Group

Mr R Rajaram
Senior Director, Office of Admissions
National University of Singapore

Assoc Prof Rajesh Rai
Head, South Asian Studies
National University of Singapore

Prof Tan Tai Yong
President
Yale-NUS College

Malay Heritage Foundation

Dr Norshahril Saat
Senior Fellow
ISEAS-Yusof Ishak Institute

Mr Alwi bin Abdul Hafiz
Sustainability Advisor
Golden Veroleum (Liberia) Inc

Mr Alvin Tan
Deputy Chief Executive
(Policy & Community)
National Heritage Board

Dr Azhar Ibrahim
Lecturer
Department of Malay Studies
National University of Singapore

Mr Khairudin Saharom
Principal & Director
Kite Studio Architecture

CORPORATE INFORMATION

Dr Lai Ah Eng
Adjunct Senior Fellow
University Scholars Programme
National University of Singapore

Ms Nadia Yeo
Deputy Director
(Legislation and Policy Advisory)
Ministry of Home Affairs

Mdm Rahayu Buang
Director, Early Childhood
Development Agency,
Policy & Sector Funding 2,
Ministry of Social & Family
Development

Ms Suree Rohan
Principal (Audit & Advisory Services)
Rohan Mah & Partners LLP

Mr Zafilin Abdul Hamid
Deputy Director (Mother Tongue
Languages Branch)
Ministry of Education

Mr Zhulkarnain Abdul Rahim
Partner
Dentons Rodyk & Davidson LLP

Sun Yat Sen Nanyang Memorial Hall Board

Mr Pek Lian Guan
CEO
Tiong Seng Holdings Ltd

Mr Adrian Peh
Chairman
Adsan Law LLC

Mr Hwang Yee Cheau
Managing Director & CEO
TP Dental Surgeons Pte Ltd

Dr Lee Peng Shu
Chairman
Tea Chapter Pte Ltd

Mr Ng Siew Quan
Partner
PricewaterhouseCoopers LLP

Mr Wan Shung Ming
Executive Director
Tin Sing Goldsmiths Pte Ltd

Mr Wu Hsioh Kwang
Executive Chairman
Straco Corporation Ltd

Sun Yat Sen Nanyang Memorial Hall Board Advisors

Mr Roland Ng San Tiong
Managing Director & Group CEO
Tat Hong Holdings Ltd

Mr Thomas Chua Kee Seng
Chairman & Managing Director
Teckwah Industrial Corporation Ltd

Singapore Philatelic Museum Board

Prof Cheah Jin Seng (till Jul 2020)
Emeritus Consultant
National University Hospital (S) Pte
Ltd

Mrs Joni Ong (from Aug 2020)
Managing Director
Great Place to Work Institute

Dr Christine Puey-Kheng Chen
Founder & President
Association for Early Childhood
Educators (Singapore)

Mr Dhirendra s/o Shantilal
(from Aug 2020)
Director
Learning Initiative Asia Pte Ltd

Mr Hong Tuck Kun

Mr Kennie Ting (till Jul 2020)
Group Director, Museums
National Heritage Board;
& Director
Asian Civilisations Museum &
Peranakan Museum
National Heritage Board

Ms Loo Qingwen, Jean
(from Aug 2020)
Co-founder & Director, Superhero
Me;
& Co-lead (Early Childhood
Development), Lien Foundation

Ms Mary Yong (from Aug 2020)
Director
(Digital Literacy & Participation)
Infocomm Media Development
Authority

Mr Ong Tong San (till Jul 2020)
Senior Director, Market Access &
Competition Development
Infocomm Media Development
Authority

Ms Rilla Melati binte Bahri
(from Aug 2020)
Director & Co-founder
Mini Monsters Limited

Mr Vincent Phang
Group CEO
Singapore Post Ltd

Mrs Wai Yin Pryke (from Aug 2020)
Director
(Education & Community Outreach)
National Heritage Board

Malay Language Council, Singapore

Assoc Prof Dr Muhammad
Faishal Ibrahim
Chairman
Minister of State
Ministry of Home Affairs and
Ministry of National Development

Mr Abdul Harris bin Sumardi
Vice President
Malay Language Teachers Association;
& Principal
Westwood Secondary School

Ms Aidli Mohamed Salleh Mosbit
Senior Manager, Arts, Student
Development and Alumni Affairs
Temasek Polytechnic

Dr Azhar Ibrahim
Lecturer
Department of Malay Studies,
National University of Singapore

Ms Azizah Zakaria
Program Chair
(Diploma in Arts & Theatre
Management)
Republic Polytechnic

Mr Daud Yusof
Senior Editor / Presenter
Malay News & Current Affairs Unit
Mediacorp Pte Ltd

Mr Farizan Mohd Amin
HOD Mother Tongue
Peicai Secondary School

Assoc Prof Hadijah Rahmat
(till Jul 2020)
Head
Asian Languages and Cultures
National Institute of Education

Dr Jazlan bin Joosoph
Specialist (Obstetrics & Gynaecology)
Raffles Medical Group

Mr Juffri Bin Supa'at (till Jul 2020)
Senior Librarian
National Library Board

Ms Mazlena Binte Ahmad Mazlan
(From Aug 2020)
Director (Community Outreach),
Media Division
Ministry of Communications and
Information

Mr Mohammad Asri Sunawan
Consultant (Strategic
Communications)
Majlis Ugama Islam Singapura

Mr Mohd Saat bin Abdul Rahman
Editor
Singapore Press Holdings Ltd

Assoc Prof Dr Mohd Mukhlis
bin Abu Bakar (From Aug 2020)
Assistant Head (Malay), Asian
Languages & Cultures Academic
Group; & Associate Professor,
Linguistics & Language Education
National Institute of Education/
Nanyang Technical University

Mr Muhamad Shahril Bin Samri
(From Aug 2020)
Pre-school Teacher
PCF Sparkletots Preschool

Ms Nabillah Binte Jalal
(From Aug 2020)
Founder
NJ Studio

Ms Nafisah Ismail (till Jul 2020)
Deputy Director, Media Analytics &
Operations Department,
Media Division
Ministry of Communications and
Information

Dr Noridah Binte Kamari
(From Aug 2020)
Co-owner / Publisher
Unggun Creative; &
Associate Lecturer
Singapore University of Social
Sciences

Mdm Norshima binte Abdul Aziz
Director, Organisational Development
& Partnership
KidSTART Singapore

Mr Omar Ismail (till Jul 2020)
Former Chairman, Mesra
People's Association

Mdm Rahayu Mahzam
Parliamentary Secretary
Ministry of Health &
Ministry of Communications and
Information

Mdm Rizayati Begai Malawad
(From Aug 2020)
Vice Chairman, MESRA, People's
Association; &
Self-employed, Rizconsultant
Employment Agency

Ms Siti Fazila Ahmad (From Aug 2020)
Lead Specialist,
Mother Tongue Languages Branch,
Curriculum Planning and
Development Division
Ministry of Education

Mr Tajudin Jaffar (till Jul 2020)
Master Specialist,
Mother Tongue Languages Branch,
Curriculum Planning and
Development Division
Ministry of Education

Ms Zubaidah Bte Mohsen
(From Aug 2020)
Head (Malay Language),
Content & Services
National Library Board

Malay Language Council, Singapore (Board of Advisors)

Mr Yatiman Yusof
Non-Resident High Commissioner
of Singapore to the Republic of
Kenya;
& Former Senior Parliamentary
Secretary

Assoc Prof Hadijah Rahmat
(From Aug 2020)
Head, Asian Languages & Cultures
National Institute of Education

Mr Hawazi Daipi
Non-Resident High Commissioner
of Singapore to the Republic
of Ghana;
& Former Senior Parliamentary
Secretary

Assoc Prof Kamsiah Abdullah
Associate Professor
Singapore University of Social
Sciences

CORPORATE INFORMATION

Dr Shaharuddin Maaruf
Senior Research Fellow
Department of Socioculture
University of Malaya

Mr Sidek Saniff
Former Senior Minister of State

Mr Wan Hussin Zoohri
Former Member of Parliament

Promote Mandarin Council

Mr Chua Chim Kang
Chairman
Chief Editor
(Chinese News & Current Affairs)
Mediacorp Pte Ltd

Mr Adrian Peh
Chairman, Culture, Education &
Community Affairs Committee,
Singapore Chinese Chamber of
Commerce and Industry
Chairman, Adsan Law LLC

Mr Andy Hoon
CEO
Kim San Leng (F&B) Group

Ms Chew Lee Ching
Managing Director
Mandate Communications (S) Pte Ltd

Mdm Heng Boey Hong
Director
(Mother Tongue Languages Branch,
Curriculum Planning & Development)
Ministry of Education

Ms Kai Ying
Assistant Programme Director
So Drama! Entertainment;
& DJ 88.3 Jia

Assoc Prof Lan Luh Luh
Associate Professor
National University of Singapore

Mr Lee Ee Wurn
Programmes Director
Singapore Chinese Cultural Centre

Ms Lee Kuan Fung
Founder & Director
LuLeLe Learning Space

Ms Lee Siew Li
Director (Translation Department)
Ministry of Communications and
Information

Dr Liang Wern Fook
Language Director
Xue Er You Language Centre

Ms Loh Gek Khim
Director (Skills Development Group)
SkillsFuture Singapore

Ms Ng Wai Mun
Correspondent
(Chinese Media Group News Hub)
Singapore Press Holdings

Dr Tan Chee Lay
Deputy Head (Asian Languages
& Cultures Academic Group)
National Institute of Education

Ms Tang Tung San
Director
(Volunteer Management Division)
People's Association

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

Ms Xiaohan
Founder & Director
Funkie Monkeys Music Brand

Mr Yang Ji Wei
Executive Director
The TENG Ensemble Ltd

Ms Yang Jing Hui Angela
Deputy Director, Professional &
Education Development
PAP Community Foundation

Speak Good English Movement Committee

Mr Jason Leow
Chairman
Managing Director, Corporate Affairs
& Communications
GIC

Ms Amanda Chong
Deputy Senior State Counsel
Attorney-General's Chambers

Ms Catherine Lau (till Jul 2020)
Assistant Chief Executive
National Library Board

Mrs Greta Georges (till Jul 2020)
Creative Director
Cloudy South Productions

Mr Jon Gresham
Assistant Director
Asia Creative Writing Programme
Nanyang Technological University

Associate Professor Ludwig Tan
Dean, School of Humanities and
Behavioural Sciences
Singapore University of Social
Sciences

Ms Lydia Lim (From Aug 2020)
Head of Schools
Singapore Press Holdings

Ms May Tan
Academy Principal
English Language Institute of
Singapore

Ms Melissa Low
Research Fellow
Energy Studies Institute
National University of Singapore

Ms Pooja Nansi
Festival Director
Singapore Writers Festival

Mr Yeow Kai Chai
Editor-in-Chief
19SixtyFive

Mr Zulkifli Amin (From Aug 2020)
Head (Adults), Service Development,
Adults & Seniors Services
National Library Board

Tamil Language Council

Mr Manogaran s/o Suppiah
Chairman
Principal
Anderson Serangoon Junior College

Mr Anbarasu Rajendran
CEO
Singapore Indian Development
Association

Ms Ashwinii Selvaraj
Student
National University of Singapore

Mr Azhagiyapandiyam s/o Duraiswamy
Senior Head
(Tamil Language Services)
National Library Board

Mr Danapal Kumar
General Secretary,
Singapore Tamil Teachers' Union
Subject Head, ML/TL
Serangoon Secondary School

Mr Govindaraju Segar
(From Aug 2020)
Vice-Chairman
PA Narpani Pearavai
c/o People's Association
Operations Director, Jones Lang
LaSalle (JLL Singapore)

Ms Harini V
Executive, Singapore International
Mediation Centre

Mr Irshath Mohamed
Journalist (Tamil Murasu)
Singapore Press Holdings Ltd

Mr Jothinathan Manikavachagam
Managing Director
Sri Vinayaka Exports Pte Ltd

Mr Naseer Ghani
Subject Teacher
New Town Primary School

Mr Pandiyan s/o Vellasami
Director
(Community Justice & Tribunals)
State Courts Singapore

Mr Plavenderraj Sundar Arockiyaraj
Senior Mechanical Engineer
GlaxoSmithKline

Mr Raj Kumar Chandra
Managing Director
Jothi Store & Flower Shop

Mr Ramamoorthy Krishanan
(till Jul 2020)
Chairman
PA Narpani Pearavai
c/o People's Association
Senior Lecturer, Republic Polytechnic

Mr Rengarajan Narayanamohan
Senior Partner
Natarajan & Swaminathan – Chartered
Accountants

Mdm Tamilvani Muthu
Senior Specialist (Tamil Language)
Ministry of Education

Mrs Vijayalakshmi Jagadeesh
Managing Director
JVKM – MITRAA Group of Companies

Tamil Language Council (Board of Advisors)

Mr K Muralidharan Pillai (till Jul 2020)
Member of Parliament
Bukit Batok SMC

Mr Rajaram Ramasubban
Registrar, Registrar's Office
National University of Singapore

Mr Vikram Nair (From Aug 2020)
Member of Parliament
Sembawang GRC

Mr VP Jothi
Senior Vice-Chairman
Mini Environment Services Pte Ltd

Archaeology Advisory Panel

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

Prof John Miksic
Emeritus Professor
Department of Southeast Asian
Studies
National University of Singapore

Dr Derek Heng
Chair, Department of History
Northern Arizona University

Dr Jack Tsen-Ta Lee
President
Singapore Heritage Society

Dr Noel Hidalgo Tan
Senior Specialist (Archaeology)
SEAMEO-SPAFA

Mr Paddy Waterson
Heritage Lead
APA Group, Australia

Assoc Prof Peter Borschberg
Associate Professor
Department of History
National University of Singapore

Mr Tan Cheng Peng
Director (Special Project)
Maritime and Port Authority of
Singapore

CORPORATE INFORMATION

Heritage Advisory Panel

Prof Brenda Yeoh
Director, Humanities
& Social Science Research
National University of Singapore

Assoc Prof Albert Lau
Associate Professor
Department of History
National University of Singapore

Assoc Prof Kamaludeen bin
Mohamed Nasir
Associate Professor, Sociology
School of Social Sciences
Nanyang Technological University

Dr Lai Ah Eng
Adjunct Senior Fellow
University Scholars Programme
National University of Singapore

Mr Mohamad Adib bin Jalal
Director
The Shophouse & Co Group Pte Ltd

Assoc Prof Rahil binte Ismail
Independent Scholar

Mr Seah Chee Huang
CEO
DP Architects Pte Ltd;
& Immediate Past President
Singapore Institute of Architects

Ms Sunitha Janamohan
Lecturer, Arts Management
School of Creative Industries
LASALLE College of the Arts

Mrs Teh Lai Yip
Senior Director (Conservation)
Urban Redevelopment Authority

Dr Terence Chong
Director (Research Division) &
Deputy Chief Executive Officer
ISEAS-Yusof Ishak Institute;
& Head (Temasek History
Research Centre)
ISEAS-Yusof Ishak Institute

Prof Vineeta Sinha
Head, Department of Sociology and
South Asian Studies Programme
National University of Singapore

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

Heritage Grants External Assessment Panel

Dr Chua Ai Lin
Executive Director
Singapore Heritage Society

Mr K Ramamoorthy
Senior Lecturer
Republic Polytechnic;
& Chair, Indian Activity Executive
Committees Council (Narpani
Pearavai)
People's Association

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

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

Mr Raja Segar
Chief Executive Officer
Hindu Endowments Board

Dr Sher Banu
Associate Professor
Department of Malay Studies
National University of Singapore

Mr Tan Ooi Boon
Invest Editor and Supervising Editor
(ST Press and ST Skills)
The Straits Times

Mr Wan Shung Ming
Executive Director
Tin Sing Goldsmiths Pte Ltd

International Conservation Advisory Panel

Prof Bertrand Lavédrine
Professor
Muséum National d'Histoire Naturelle,
Paris

Dr Chiraporn Aranyanark
Conservation Specialist,
Research and Consultant
National Discovery Museum Institute,
Thailand

Dr Dinah Eastop
Honorary Senior Lecturer
Institute of Archaeology
University College London

Prof Robyn Sloggett
Cripps Foundation Chair in Cultural
Materials Conservation
& Director
Grimwade Centre for Cultural
Materials Conservation
The University of Melbourne

Prof Zhou Ping
Deputy Director
Shaanxi Institute for the Preservation
of Cultural Heritage, Xi'an, China

National Collection Advisory Panel

Prof Tan Tai Yong
President
Yale-NUS College

Dr Ivy Maria Lim
Associate Professor and Head
Humanities and Social Studies
Education
National Institute of Education

Dr Jack Lee
President
Singapore Heritage Society

Dr John Solomon
Assistant Professor
Department of History
National University of Singapore

Mr Low Eng Teong
Deputy CEO (Sector Development)
National Arts Council

Mr Low Sze Wee
CEO
Singapore Chinese Cultural Centre

Ms Margaret Birtley
Principal
Margaret Birtley Consulting;
& Associate
Significance International Pty Ltd

Dr Suriani Suratman
Senior Lecturer
Department of Malay Studies
National University of Singapore

Dr T. C Chang
Associate Professor
Department of Geography
National University of Singapore

Dr Terence Chong
Director (Research Division) &
Deputy Chief Executive Officer
ISEAS-Yusof Ishak Institute;
& Head (Temasek History
Research Centre)
ISEAS-Yusof Ishak Institute

Prof Vineeta Sinha
Department Head
Department of Sociology and
South Asian Studies Programme
National University of Singapore

PRINCIPAL BANKER

DBS Bank Ltd

CHARITY & IPC STATUS

National Heritage Board

UEN No.: T08GB0036B

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 2017 to 31 July 2020

Renewed Effective Period:
1 August 2020 to 31 July 2022

Preservation of Monuments Fund

UEN No.: T03CC1669C

Charity & IPC
Establishment Date:
21 March 2003

Effective Period:
1 January 2018 to
31 December 2019

Renewed Effective Period:
1 January 2020 to
31 December 2021

The Preservation of Monuments Fund (PMF) is an IPC administered by the Preservation of Sites and Monuments (PSM) division, with management committee oversight provided by the PSM Advisory Board. It achieves its objective of supporting the preservation of National Monuments through allowing community and religious owners of National Monuments to collect tax-deductible donations to fund restoration of their monument and historic structures, and pay for lease renewals to permit the original community to remain at the monument for posterity.

ORGANISATIONAL STRUCTURE



CORPORATE GOVERNANCE

BOARD MATTERS

The NHB Board consists of 14 independent members drawn from the public and private sectors. The Board guides NHB towards achieving its vision, mission and strategic objectives, ensures good 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.

BOARD COMMITTEES

1) APPOINTMENTS & REMUNERATION COMMITTEE

Ms Yeoh Chee Yan (Chair)
 Ms Beatrice Chong (Member)
 Professor Lily Kong (Member)
 Dr Suriani Suratman (Member)
 Ms Chang Hwee Nee (Member – Ex-officio)

2) AUDIT AND RISK COMMITTEE

Mrs Quek Bin Hwee (Chair)
 Mr Gerald Singham (Member)
 Ms Jan Chua (Member)
 Mr Mark Lee (Member)

3) DEVELOPMENT COMMITTEE

Mr Tham Tuck Cheong (Chair)
 Mr Joseph Cheang (Member)
 Ms Cheong Suat Choo (Member, co-opted)
 Mr Foo Siang Jeok (Member, co-opted)

4) INVESTMENT COMMITTEE

Ms Gopi Mirchandani (Chair)
 Mr Daryl Ng (Member)
 Mr Mark Lee (Member)
 Mr Timothy Chia (Member, co-opted)

5) PRESERVATION OF MONUMENTS FUND (PMF) MANAGEMENT COMMITTEE

Mr Tan Kok Hiang (Chairman)
 Mr Ler Seng Ann (Member)
 Mr Fong Hoo Cheong (Member)
 Mr Raymond Woo (Member)
 Mr John Chung (Member)
 Er Chew Keat Chuan (Member)
 Mdm Wo Mei Lan (Member)
 Mr Tan Boon Khai (Member)
 Mr Ashvinkumar s/o Kantilal (Member)
 Dr Chang Jiat Hwee (Member)
 Dr Albert Lau (Member)
 Assoc Prof Johannes Widodo (Member)
 Dr Hossein Rezai-Jorabi (Member)

FY20 BOARD MEETING ATTENDANCE		
	Held	Attended
Ms Yeoh Chee Yan	4	4
Ms Chang Hwee Nee	4	4
Ms Beatrice Chong	4	3
Mr Daryl Ng	4	4
Mr Gerald Singham	4	4
Ms Gopi Mirchandani	4	4
Ms Jan Chua	4	4
Mr Joseph Cheang	4	4
Mr Keith Chua	4	4
Prof Lily Kong	4	2
Mr Loh Lik Peng	4	4
Mr Mark Lee	4	4
Mrs Quek Bin Hwee	4	4
Dr Suriani Suratman	4	2
Mr Tham Tuck Cheong	4	4

CORPORATE GOVERNANCE

LEGAL

NHB's in-house Legal Unit provides advice on all legal matters such as the drafting/review of contracts and Memorandums of Understanding that support the work of NHB, ranging from the procurement of goods and services to the acquisition or loan of artworks and artefacts, interpretation of legislation, arrangements for day-to-day operation of the museums such as leases and venue hire, advising on regulatory issues relating to the preservation of national monuments, and intellectual property/copyright issues.

INTERNAL AUDIT

The Internal Audit Department is an independent function that reports directly to the Chairman of the Audit and Risk Committee and administratively to the Chief Executive. A risk-based approach is used to develop the annual audit plan to ensure that all Institutions/ Divisions within NHB are reviewed at appropriate intervals to ensure alignment with corporate objectives and good governance practices. The audit plans are reviewed and approved by the Audit and Risk Committee.

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;
- Regular budgeting and financial reporting to senior management levels and to the Board to control and monitor the use of funds;
- Compliance with the provisions of the National Heritage Board Act (Chapter 196A), Public Sector (Governance) Act 2018, 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.

DISCLOSURE AND TRANSPARENCY

There was no staff employed by the National Heritage Board who are close family members of the CEO and/or Board members during the year.

BOARD MEMBERS' STATEMENT

For the financial year ended 31 March 2021

In our opinion,

- (a) the accompanying financial statements of the National Heritage Board (the "Board") and its subsidiaries (the "Group") are drawn up so as to present fairly, in all material respects, the state of affairs of the Group and the Board as at 31 March 2021 and the results and changes in capital and reserves of the Group and the Board and cash flows of the Group for the year then ended in accordance with the provisions of the National Heritage Board Act (Chapter 196A) ("NHB Act"), the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), Singapore Charities Act (Chapter 37) and other relevant regulations (the "Charities Act and Regulations") and Statutory Board Financial Reporting Standards ("SB-FRS");
- (b) proper accounting and other records have been kept, including records of all assets of the Board whether purchased, donated or otherwise.
- (c) the receipt, expenditure and 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 NHB Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by the Board;
- (d) the use of the donation moneys is in accordance with the objectives of the National Heritage Fund and Preservation of Monuments Fund of the Board as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations;
- (e) the National Heritage Fund and Preservation of Monuments Fund of the Board have complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations; and
- (f) at the date of this statement, there are reasonable grounds to believe that the Group 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



Yeoh Chee Yan
Chairman



Chang Hwee Nee
Chief Executive Officer

08 July 2021

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

Independent auditor's report
For the financial year ended 31 March 2021

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of National Heritage Board (the "Board") and its subsidiaries (collectively, the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Board as at 31 March 2021, and the consolidated statement of comprehensive income, consolidated statement of changes in capital and reserves and consolidated statement of cash flows of the Group and the statement of comprehensive income and statement of changes in capital and reserves of the Board for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group, and the balance sheet, statement of comprehensive income, statement of changes in capital and reserves of the Board are properly drawn up in accordance with the provisions of the National Heritage Board Act, Chapter 196A, ("NHB Act"), the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), Singapore Charities Act, Chapter 37 and other relevant regulations (the "Charities Act and Regulations") and Statutory Board Financial Reporting Standards ("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 2021 and the results and changes in capital and reserves of the Group and the Board and cash flows of the Group for the year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report and the Statement by Board Members, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

Independent auditor's report
For the financial year ended 31 March 2021

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the NHB Act, the Charities Act and Regulations, the Public Sector (Governance) Act and SB-FRS, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Group or for the Group to cease operations.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

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

Independent auditor's report
For the financial year ended 31 March 2021

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

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

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

Report on Other Legal and Regulatory Requirements

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 NHB Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by the Board.
- (b) proper accounting and other records have been kept, including records of all assets of the Board 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 National Heritage Fund and Preservation of Monuments Fund of the Board have not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the National Heritage Fund and Preservation of Monuments Fund of the Board have not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

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

Independent auditor's report
For the financial year ended 31 March 2021

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that our audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Responsibilities of Management 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 NHB Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by the Board. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibility for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. 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 NHB Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by the Board.

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 Board's internal control. Because of the inherent limitations in any internal control system, non-compliances may nevertheless occur and not be detected.



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
08 July 2021

National Heritage Board and its Subsidiaries

Statements of comprehensive income For the financial year ended 31 March 2021

Group	Note	General fund		Restricted funds		Total	
		2021	2020	2021	2020	2021	2020
		\$	\$	\$	\$	\$	\$
Income							
Cash donations		784,281	829,664	3,365,121	2,382,735	4,149,402	3,212,399
Donated heritage materials		1,683,357	2,641,745	–	–	1,683,357	2,641,745
Cash donations for property, plant and equipment/heritage materials		97,323	1,083,882	–	–	97,323	1,083,882
Contributions/sponsorships-in-kind	5	1,269,743	2,446,672	–	–	1,269,743	2,446,672
Admission fees	5	210,472	3,792,360	22,286	131,973	232,758	3,924,333
Rental income	13	310,286	1,697,331	840	28,626	311,126	1,725,957
Interest income	7	3,561,004	2,368,902	2,965,745	3,240,519	6,526,749	5,609,421
Workshops/seminars	5	61,094	437,932	10,159	15,299	71,253	453,231
Consultancy/project management	5	64,324	183,985	–	–	64,324	183,985
Commission/royalties/consignment	5	41,015	190,666	16,710	18,734	57,725	209,400
Sales at Singapore Philatelic Museum	5	2,003	4,202	–	–	2,003	4,202
Others	5	561,840	846,288	–	34,547	561,840	880,835
		8,646,742	16,523,629	6,380,861	5,852,433	15,027,603	22,376,062
Other gains	6	–	1,393,796	–	–	–	1,393,796
Operating expenditure							
Employee benefits expense	4	(39,133,486)	(38,345,015)	(4,138,783)	(3,982,511)	(43,272,269)	(42,327,526)
Depreciation of property, plant and equipment	12	(8,417,649)	(9,251,220)	(5,403,468)	(5,311,981)	(13,821,117)	(14,563,201)
Depreciation of right-of-use assets	13	(10,227,741)	(8,964,705)	–	–	(10,227,741)	(8,964,705)
Rental of premises/equipment		(435,589)	(1,740,942)	(243,752)	(389,641)	(679,341)	(2,130,583)
Maintenance and other property expenses		(12,912,780)	(12,571,180)	(5,040,899)	(3,875,934)	(17,953,679)	(16,447,114)
Exhibition expenses		(4,620,534)	(8,233,175)	(1,363,725)	(1,313,184)	(5,984,259)	(9,546,359)
Other services and fees		(14,347,342)	(12,925,254)	(1,184,077)	(1,341,980)	(15,531,419)	(14,267,234)
Outreach, publicity and public relations		(14,387,604)	(20,804,984)	(1,776,757)	(1,913,483)	(16,164,361)	(22,718,467)
Staff welfare and development		(1,270,952)	(1,739,192)	(74,036)	(65,506)	(1,344,988)	(1,804,698)
General and administrative expenses		(5,024,097)	(4,948,374)	(686,844)	(689,112)	(5,710,941)	(5,637,486)
Property, plant and equipment written off	12	(53,335)	(247,632)	–	–	(53,335)	(247,632)
Heritage materials written off	14	(4,000)	(143,780)	–	–	(4,000)	(143,780)
Grant expenses		(3,149,710)	(1,843,178)	–	–	(3,149,710)	(1,843,178)
Board members' allowances	4	(345,221)	(262,539)	–	–	(345,221)	(262,539)
Finance costs	13	(396,278)	(438,710)	–	–	(396,278)	(438,710)
Total operating expenditure		(114,726,318)	(122,459,880)	(19,912,341)	(18,883,332)	(134,638,659)	(141,343,212)
Deficit before grants		(106,079,576)	(104,542,455)	(13,531,480)	(13,030,899)	(119,611,056)	(117,573,354)
Grants							
Deferred capital grants amortised	19	4,333,057	5,290,776	2,235,289	2,238,585	6,568,346	7,529,361
Grants received	17	97,514,572	99,695,581	14,261,936	14,032,833	111,776,508	113,728,414
		101,847,629	104,986,357	16,497,225	16,271,418	118,344,854	121,257,775
Surplus/(deficit) before income tax		(4,231,947)	443,902	2,965,745	3,240,519	(1,266,202)	3,684,421
Income tax expense		–	–	–	–	–	–
Net surplus/(deficit)	8	(4,231,947)	443,902	2,965,745	3,240,519	(1,266,202)	3,684,421
Other comprehensive income							
<i>Items that will not be reclassified subsequently to profit or loss:</i>							
Grants for heritage materials	21	1,512	616,393	–	–	1,512	616,393
Heritage materials written back	21	5,309	–	–	–	5,309	–
Total comprehensive income		(4,225,126)	1,060,295	2,965,745	3,240,519	(1,259,381)	4,300,814
Adjusted net (deficit)/surplus	8	(4,723,129)	(1,949,146)	2,965,745	3,240,519	(1,757,384)	1,291,373

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Statements of comprehensive income For the financial year ended 31 March 2021

Board	Note	General fund		Restricted funds		Total	
		2021	2020	2021	2020	2021	2020
		\$	\$	\$	\$	\$	\$
Income							
Cash donations		784,251	509,664	3,365,121	2,382,735	4,149,372	2,892,399
Donated heritage materials		1,622,857	2,616,585	–	–	1,622,857	2,616,585
Cash donations for property, plant and equipment/heritage materials		97,323	1,083,882	–	–	97,323	1,083,882
Contributions/sponsorships-in-kind	5	1,269,743	2,446,672	–	–	1,269,743	2,446,672
Admission fees	5	210,472	3,792,360	22,286	131,973	232,758	3,924,333
Rental income	13	310,286	1,697,331	840	28,626	311,126	1,725,957
Interest income	7	3,396,911	2,222,440	2,965,745	3,240,519	6,362,656	5,462,959
Workshops/seminars	5	48,328	271,269	10,159	15,299	58,487	286,568
Consultancy/project management	5	63,324	61,185	–	–	63,324	61,185
Commission/royalties/consignment	5	39,340	184,000	16,710	18,734	56,050	202,734
Others	5	553,023	828,534	–	34,547	553,023	863,081
		8,395,858	15,713,922	6,380,861	5,852,433	14,776,719	21,566,355
Other gains	6	–	1,393,796	–	–	–	1,393,796
Operating expenditure							
Employee benefits expense	4	(38,085,125)	(37,267,876)	(4,138,783)	(3,982,511)	(42,223,908)	(41,250,387)
Depreciation of property, plant and equipment	12	(8,415,349)	(9,246,964)	(5,403,468)	(5,311,981)	(13,818,817)	(14,558,945)
Depreciation of right-of-use assets	13	(10,227,741)	(8,964,705)	–	–	(10,227,741)	(8,964,705)
Rental of premises/equipment		(413,417)	(1,708,288)	(243,752)	(389,641)	(657,169)	(2,097,929)
Maintenance and other property expenses		(12,884,152)	(12,521,443)	(5,040,899)	(3,875,934)	(17,925,051)	(16,397,377)
Exhibition expenses		(4,563,128)	(8,000,267)	(1,363,725)	(1,313,184)	(5,926,853)	(9,313,451)
Other services and fees		(14,960,913)	(13,339,738)	(1,184,077)	(1,341,980)	(16,144,990)	(14,681,718)
Outreach, publicity and public relations		(14,382,925)	(20,790,865)	(1,776,757)	(1,913,483)	(16,159,682)	(22,704,348)
Staff welfare and development		(1,226,786)	(1,716,967)	(74,036)	(65,506)	(1,300,822)	(1,782,473)
General and administrative expenses		(5,008,281)	(4,886,701)	(686,844)	(689,112)	(5,695,125)	(5,575,813)
Property, plant and equipment written off	12	(53,335)	(247,632)	–	–	(53,335)	(247,632)
Heritage materials written off	14	(4,000)	(143,780)	–	–	(4,000)	(143,780)
Grant expenses		(3,149,710)	(1,843,178)	–	–	(3,149,710)	(1,843,178)
Board members' allowances	4	(345,221)	(262,539)	–	–	(345,221)	(262,539)
Finance costs	13	(396,278)	(438,710)	–	–	(396,278)	(438,710)
Total operating expenditure		(114,116,361)	(121,379,653)	(19,912,341)	(18,883,332)	(134,028,702)	(140,262,985)
Deficit before grants		(105,720,503)	(104,271,935)	(13,531,480)	(13,030,899)	(119,251,983)	(117,302,834)
Grants							
Deferred capital grants amortised	19	4,331,605	5,288,052	2,235,289	2,238,585	6,566,894	7,526,637
Grants received	17	96,524,088	99,095,581	14,261,936	14,032,833	110,786,024	113,128,414
		100,855,693	104,383,633	16,497,225	16,271,418	117,352,918	120,655,051
Surplus/(deficit) before income tax		(4,864,810)	111,698	2,965,745	3,240,519	(1,899,065)	3,352,217
Income tax expense		–	–	–	–	–	–
Net surplus/(deficit)	8	(4,864,810)	111,698	2,965,745	3,240,519	(1,899,065)	3,352,217
Other comprehensive income							
<i>Items that will not be reclassified subsequently to profit or loss:</i>							
Grants for heritage materials	21	1,512	616,393	–	–	1,512	616,393
Heritage materials written back	21	5,309	–	–	–	5,309	–
Total comprehensive income		(4,857,989)	728,091	2,965,745	3,240,519	(1,892,244)	3,968,610
Adjusted net (deficit)/surplus	8	(5,295,492)	(2,256,190)	2,965,745	3,240,519	(2,329,747)	984,329

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Balance sheets As at 31 March 2021

	Note	Group		Board	
		2021 \$	2020 \$	2021 \$	2020 \$
ASSETS					
Current assets					
Cash and cash equivalents	9	395,551,663	401,022,791	385,695,449	391,973,467
Other receivables, deposits and prepayments	10	7,606,404	15,903,875	7,273,347	15,816,958
Lease receivables	13	728,966	1,592,410	728,966	1,592,410
Investments	15	1,004,015	4,270,750	1,004,015	4,270,750
Inventories		120,614	122,989	–	–
		405,011,662	422,912,815	394,701,777	413,653,585
Non-current assets					
Subsidiaries	11	–	–	2	2
Property, plant and equipment	12	74,546,821	74,713,649	74,546,821	74,711,349
Right-of-use assets	13	10,935,797	13,142,709	10,935,797	13,142,709
Heritage materials	14	515,002,664	508,056,422	513,608,743	506,723,001
Philatelic materials		2,534	2,534	–	–
Investments	15	34,700,095	35,856,077	34,700,095	35,856,077
Lease receivables	13	138,849	867,815	138,849	867,815
		635,326,760	632,639,206	633,930,307	631,300,953
Total assets		1,040,338,422	1,055,552,021	1,028,632,084	1,044,954,538
EQUITY AND LIABILITIES					
Current liabilities					
Other payables and accruals	16	35,860,557	37,783,714	35,353,134	37,293,237
Lease liabilities	13	6,254,164	8,733,955	6,254,164	8,733,955
Grants received in advance	17	111,199,011	123,313,448	109,299,830	121,874,765
Deferred donations	18	20,902,098	20,216,362	20,902,098	20,216,362
		174,215,830	190,047,479	171,809,226	188,118,319
Net current assets		230,795,832	232,865,336	222,892,551	225,535,266
Non-current liabilities					
Deferred capital grants	19	33,450,629	33,820,630	33,449,641	33,818,190
Lease liabilities	13	4,731,474	4,597,559	4,731,474	4,597,559
		38,182,103	38,418,189	38,181,115	38,415,749
Total liabilities		212,397,933	228,465,668	209,990,341	226,534,068
Net assets		827,940,489	827,086,353	818,641,743	818,420,470
Capital and reserves					
Capital account	20	403,784,198	400,686,681	403,784,198	400,686,681
Heritage capital reserve	21	380,399,194	378,611,961	377,043,261	375,316,528
Accumulated surplus					
– General fund - others		23,140,833	28,847,962	17,932,335	24,211,827
– General fund - donated property, plant and equipment		5,926,190	7,215,420	5,615,275	6,904,505
– Restricted funds	22	14,690,074	11,724,329	14,266,674	11,300,929
		827,940,489	827,086,353	818,641,743	818,420,470
Net assets of trust funds	23	–	1,355	3,976,803	3,885,513

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Statement of changes in capital and reserves For the financial year ended 31 March 2021

	Note	Capital account \$	Heritage capital reserve \$	Accumulated surplus			Total \$
				General fund - others \$	General fund - donated property, plant and equipment* \$	Restricted fund (Note 22) \$	
Group							
2021							
At 1 April 2020		400,686,681	378,611,961	28,847,962	7,215,420	11,724,329	827,086,353
Total comprehensive income		–	6,821	(4,723,129)	491,182	2,965,745	(1,259,381)
Issuance of share capital	20	3,097,517	–	–	–	–	3,097,517
Dividends	26	–	–	(984,000)	–	–	(984,000)
Transfer to heritage capital reserve	21	–	1,780,412	–	(1,780,412)	–	–
At 31 March 2021		403,784,198	380,399,194	23,140,833	5,926,190	14,690,074	827,940,489
2020							
At 1 April 2019		381,446,681	375,470,492	30,797,108	7,347,448	8,483,810	803,545,539
Total comprehensive income		–	616,393	(1,949,146)	2,393,048	3,240,519	4,300,814
Issuance of share capital	20	19,240,000	–	–	–	–	19,240,000
Transfer to heritage capital reserve	21	–	2,668,856	–	(2,668,856)	–	–
Heritage material written off	21	–	(143,780)	–	143,780	–	–
At 31 March 2020		400,686,681	378,611,961	28,847,962	7,215,420	11,724,329	827,086,353

* As at 31 March 2021 and 2020, this reserve comprises donated property, plant and equipment and cash donations utilised to purchase property, plant and equipment.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Statement of changes in capital and reserves For the financial year ended 31 March 2021

	Note	Capital account \$	Heritage capital reserve \$	Accumulated surplus			Total \$
				General fund - others \$	General fund - donated property, plant and equipment* \$	Restricted fund (Note 22) \$	
Board							
2021							
At 1 April 2020		400,686,681	375,316,528	24,211,827	6,904,505	11,300,929	818,420,470
Total comprehensive income		–	6,821	(5,295,492)	430,682	2,965,745	(1,892,244)
Issuance of share capital	20	3,097,517	–	–	–	–	3,097,517
Dividends	26	–	–	(984,000)	–	–	(984,000)
Transfer to heritage capital reserve	21	–	1,719,912	–	(1,719,912)	–	–
Heritage material written off		–	–	–	–	–	–
At 31 March 2021		403,784,198	377,043,261	17,932,335	5,615,275	14,266,674	818,641,743
2020							
At 1 April 2019		381,446,681	372,200,219	26,468,017	7,036,533	8,060,410	795,211,860
Total comprehensive income		–	616,393	(2,256,190)	2,367,888	3,240,519	3,968,610
Issuance of share capital	20	19,240,000	–	–	–	–	19,240,000
Transfer to heritage capital reserve	21	–	2,643,696	–	(2,643,696)	–	–
Heritage material written off	21	–	(143,780)	–	143,780	–	–
At 31 March 2020		400,686,681	375,316,528	24,211,827	6,904,505	11,300,929	818,420,470

* As at 31 March 2021 and 2020, this reserve comprises donated property, plant and equipment and cash donations utilised to purchase property, plant and equipment.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Consolidated statement of cash flows For the financial year ended 31 March 2021

	Note	2021 \$	2020 \$
Operating activities			
Deficit before grants		(119,611,056)	(117,573,354)
<u>Adjustments for:</u>			
Depreciation of property, plant and equipment	12	13,821,117	14,563,201
Depreciation of right-of-use assets	13	10,227,741	8,964,705
Cash donations		(4,149,402)	(3,212,399)
Donated heritage materials		(1,683,357)	(2,641,745)
Cash donations for property, plant and equipment/heritage materials		(97,323)	(1,083,882)
Interest income	7	(6,526,749)	(5,609,421)
Interest expense		396,278	438,710
Heritage materials written off		4,000	143,780
Gain on disposal of property, plant and equipment	6	–	(1,379)
Gain on sublease	6	–	(1,392,417)
Property, plant and equipment written off		53,335	247,632
Operating cash flow before changes in working capital		(107,565,416)	(107,156,569)
<u>Changes in working capital</u>			
Inventories		2,375	2,461
Other receivables, deposits and prepayments		7,298,395	50,529,780
Other payables and accruals		(1,923,157)	6,973,825
Net cash flows used in operating activities		(102,187,803)	(49,650,503)
Investing activities			
Acquisition of heritage materials		(5,261,576)	(5,944,043)
Acquisition of property, plant and equipment	12	(13,707,624)	(14,360,795)
Interest received		7,698,542	6,850,572
Proceeds from disposal of property, plant and equipment		–	1,379
Proceeds from lease receivables		1,592,410	1,054,144
Proceeds from redemption of investments		4,250,000	–
Net cash flows used in investing activities		(5,428,248)	(12,398,743)
Financing activities			
Issuance of share capital	20	3,097,517	19,240,000
Grants received	17	105,861,928	124,073,672
Dividends paid	26	(984,000)	–
Donations received	18	4,932,461	12,026,968
Repayment of principal portion of lease liabilities		(10,366,705)	(8,993,963)
Interest paid on lease liabilities		(396,278)	(438,710)
Net cash flows from financing activities		102,144,923	145,907,967
Net (decrease)/ increase in cash and cash equivalents		(5,471,128)	83,858,721
Cash and cash equivalents at 1 April		401,022,791	317,164,070
Cash and cash equivalents at 31 March	9	395,551,663	401,022,791

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

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 ("HIs"). 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 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.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

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 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 and building 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 right-of-use assets and the premise is leased out to SPM through a sub-lease agreement.

2. Summary of significant accounting policies

2.1 *Basis of preparation*

The financial statements have been prepared in accordance with the provisions of the NHB Act, the Public Sector (Governance) Act 2018 and SB-FRS, including interpretation of SB-FRS ("INT SB-FRS"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

2.2 *Adoption of new and revised standards*

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised SB-FRSs, INT SB-FRS and SB-FRS Guidance Notes that are relevant to its operations and are effective for annual financial periods beginning on or after 1 April 2020. The adoption of these standards did not have any material effect on the financial performance or position of the Group and the Board.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.3 *Standards issued but not yet effective*

The Group has not adopted the following standards and interpretation applicable to the Group that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendment to SB-FRS 116 <i>Covid-19-Related Rent Concessions</i>	1 June 2020
SB-FRS Guidance Note 9 <i>Accounting for Depreciation of Statutory Board-Owned Assets Situated on Land Allocated under Tenancy Agreements Governed by State Land Rules</i>	1 April 2021
SB-FRS Guidance Note 10 <i>Accounting for Capital Assets Funded Using Statutory Boards' Reserves on Behalf of the Government</i>	1 April 2021
Amendments to SB-FRS 16 <i>Property, Plant and Equipment</i> Proceeds before Intended Use	1 January 2022
Amendments to SB-FRS 103 <i>Business Combinations</i> Reference to Conceptual Framework	1 January 2022
Annual Improvements to SB-FRSs (2018-2020)	1 January 2022
Amendments to SB-FRS 1 <i>Presentation of Financial Statements</i> Classification of Liabilities as Current or Non-current	1 January 2023

The Group expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

2.4 *Subsidiaries*

Consolidation

Subsidiaries are entities controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. 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.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.5 *Foreign currencies*

The financial statements are presented in Singapore Dollar, which is the functional currency of the Board. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions and balances

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.

2.6 *Revenue recognition*

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

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

(a) *Admission fees*

Admission fees are recognised at a point in time as income upon the usage of admission tickets.

(b) *Rental income*

Rental income is recognised on a straight-line basis over the lease term.

(c) *Income from rendering of consultancy services and project management*

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

(d) *Contributions/Sponsorships-in-kind*

Contributions/sponsorships-in-kind (other than those for capital expenditure and heritage materials) refer to contributions such as advertising space and venues for events. Contributions/sponsorships-in-kind are measured at the fair value of the contributions received and are recognised as income when the rights to receive the contributions/sponsorships-in-kind have been established.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.6 Revenue recognition (continued)

(e) *Interest income*

Interest income is recognised using the effective interest method.

(f) *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.

(g) *Workshops/seminars*

Fees in relation to workshops/seminars are recognised over the duration of the workshops/seminars.

(h) *Commission/royalties/consignment*

Revenue in relation to commission/royalties/consignment is recognised at a point in time, upon the sale of merchandise.

2.7 Grants

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.

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 the statement of comprehensive income to match the net book value of the assets written off.

Grants utilised for the purchase of heritage materials are recognised in other comprehensive income in the statement of comprehensive income and directly into heritage capital reserve in the statement of changes in capital and reserves.

Other grants are recognised in the statement of comprehensive income on a systematic basis over the periods necessary to match the intended costs for which the grant is intended to compensate. Such grants which are received but not utilised are included in the grants received in advance account.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.8 *Employee benefits expense*

(a) *Defined contribution plans*

The Group's contributions to defined contribution plans are recognised as employee benefits 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.

2.9 *Leases*

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

As lessee

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

(a) Right-of-use assets

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

The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.14.

(b) Lease liabilities

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

Variable lease payments that do not depend on an index or a rate are recognised as expense in the period in which the event or condition that triggers the payment occurs.

2. Summary of significant accounting policies (continued)

2.9 Leases (continued)

As lessee (continued)

(b) Lease liabilities (continued)

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

(a) Short-term leases and leases of low-value assets

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

Subleases

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as a finance or an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognises the net investment in the sublease within "Lease Receivables". Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in profit or loss. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognises lease income from the sublease in profit or loss within "Rental income". The right-of-use asset relating to the head lease is not derecognised.

As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. The accounting policy for rental income is set out in Note 2.6.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.10 *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.

2.11 *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.

Heritage capital reserve

Funds from grants and cash donations used to procure heritage assets are recognised in the statement of comprehensive income in accordance with Note 2.7 and Note 2.6(f).

Donations of heritage assets are recognised as revenue in accordance with Note 2.6(f).

Donated heritage materials and cash donations utilised to purchase heritage materials are recognised in the statement of comprehensive income and directly into “general fund” in the statement of changes in capital and reserves. The amount is subsequently reclassified to heritage capital reserve in the statement of changes in capital and reserves. The impact is disclosed in Note 21.

2.12 *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.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.12 *Property, plant and equipment (continued)*

(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.

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 is not depreciated.

The lease term of the leasehold buildings and building improvement are subjected to renewal at regular interval. The land which the buildings reside on is intended for museums, heritage centres and institutions use and the management is confident of the renewal upon the expiry of its lease.

(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) *Disposals*

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 the statement of comprehensive income.

2.13 *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.

2. Summary of significant accounting policies (continued)

2.14 *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 the 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 the 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 the statement of comprehensive income.

2.15 *Financial instruments*

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

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

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.15 *Financial instruments (continued)*

(a) *Financial assets*

Subsequent measurement

Investments in debt instruments

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

Amortised cost

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

De-recognition

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

(b) *Financial liabilities*

Initial recognition and measurement

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

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

Subsequent measurement

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

De-recognition

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

2. Summary of significant accounting policies (continued)

2.16 *Impairment of financial assets*

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

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

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

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.17 *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 the statement of comprehensive income immediately.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

2. Summary of significant accounting policies (continued)

2.18 *Income tax*

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.

2.19 *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 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.

2.20 *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.

2.21 *Funds*

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

(a) *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.

(b) *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 Group and 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.

2.22 *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 balance sheet 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 and assets of the trust funds are disclosed in Note 23.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

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 donated heritage materials

When the Group receives donated heritage materials, the Group will assess if the heritage materials are to be valued by the internal curators or external valuers in accordance with the Group's valuation policy. Significant judgement is required in determining the valuation of the donated heritage assets. In determining the valuation, references will be made to auction prices and transacted prices of similar heritage materials. Where transacted prices of similar heritage materials are not available or are not a good estimate of the fair value, the valuation will be determined internally taking into account the provenance and historical significance of the heritage materials.

4. Employee benefits expense and board members' allowance

(a) Employee benefit expenses

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Wages and salaries	37,794,472	36,938,142	36,846,201	35,957,409
Employer's contribution to Central Provident Fund	5,472,051	5,366,288	5,371,961	5,269,882
Other benefits	5,746	23,096	5,746	23,096
	43,272,269	42,327,526	42,223,908	41,250,387

(b) Board members' allowance

Position	Group and Board			
	2021	2021	2020	2020
	\$	\$	\$	\$
	Allowance per annum		Allowance per annum	
	Main Board	Sub-boards	Main Board	Sub-boards
Chairman of the Board	33,750	–	33,750	–
Chairman of Audit Committee	25,315	–	25,315	–
Member of Audit Committee and Chairman of Sub-boards	16,875	16,875	16,875	16,875
Member	8,440	4,220	8,440	4,220

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

4. Employee benefits expense and board members' allowance (continued)

The National Heritage Board (referred to as "Main Board") has three (2020: three) Sub-boards, namely Asian Civilisations Museum Advisory Board, National Museum of Singapore Advisory Board and Preservation of Sites and Monuments Advisory Board (referred to as "Sub-boards").

5. Income

Timing of transfer of goods or services

Group	At a point in time		Over time		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Contributions/ sponsorship-in-kind	–	–	1,269,743	2,446,672	1,269,743	2,446,672
Admission fees	232,758	3,924,333	–	–	232,758	3,924,333
Workshops/seminars	–	–	71,253	453,231	71,253	453,231
Consultancy/project management	–	–	64,324	183,985	64,324	183,985
Publication sales	57,725	209,400	–	–	57,725	209,400
Sales at Singapore Philatelic Museum	2,003	4,202	–	–	2,003	4,202
Others	561,840	880,835	–	–	561,840	880,835
	854,326	5,018,770	1,405,320	3,083,888	2,259,646	8,102,658

Board	At a point in time		Over time		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Contributions/ sponsorships-in- kind	–	–	1,269,743	2,446,672	1,269,743	2,446,672
Admission fees	232,758	3,924,333	–	–	232,758	3,924,333
Workshops/seminars	–	–	58,487	286,568	58,487	286,568
Consultancy/project management	–	–	63,324	61,185	63,324	61,185
Publication sales	56,050	202,734	–	–	56,050	202,734
Others	553,023	863,081	–	–	553,023	863,081
	841,831	4,990,148	1,391,554	2,794,425	2,233,385	7,784,573

6. Other gains

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Gain on sublease (Note 13)	–	1,392,417	–	1,392,417
Gain on disposal of property, plant and equipment	–	1,379	–	1,379
	–	1,393,796	–	1,393,796

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

7. Interest income

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Interest income from				
– Investments	929,061	1,002,952	929,061	1,002,952
– Lease receivables	55,507	58,011	55,507	58,011
– Cash and short-term deposits	5,460,801	3,344,764	5,296,708	3,198,302
– Others	81,380	1,203,694	81,380	1,203,694
	6,526,749	5,609,421	6,362,656	5,462,959

8. Adjusted net (deficit)/surplus

Adjusted net (deficit)/surplus is derived after excluding the effects of donations relating to heritage materials and property, plant and equipment (net of depreciation).

	General fund		Restricted funds		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Group						
Net surplus/(deficit)	(4,231,947)	443,902	2,965,745	3,240,519	(1,266,202)	3,684,421
(Less)/Add:						
Donations relating to heritage materials						
– Donated heritage materials	(1,683,357)	(2,641,745)	–	–	(1,683,357)	(2,641,745)
– Funded by cash donations	(97,055)	(27,111)	–	–	(97,055)	(27,111)
– Write-off	–	143,780	–	–	–	143,780
	(1,780,412)	(2,525,076)	–	–	(1,780,412)	(2,525,076)
Donations relating to property, plant and equipment (net of depreciation)						
– Funded by cash donations	(268)	(1,056,771)	–	–	(268)	(1,056,771)
– Depreciation charged for the year	1,289,498	1,188,799	–	–	1,289,498	1,188,799
	1,289,230	132,028	–	–	1,289,230	132,028
Adjusted net (deficit)/surplus	(4,723,129)	(1,949,146)	2,965,745	3,240,519	(1,757,384)	1,291,373

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

8. Adjusted net (deficit)/surplus (continued)

	General fund		Restricted funds		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Board						
Net surplus/(deficit)	(4,864,810)	111,698	2,965,745	3,240,519	(1,899,065)	3,352,217
(Less)/Add:						
Donations relating to heritage materials						
– Donated heritage materials	(1,622,857)	(2,616,585)	–	–	(1,622,857)	(2,616,585)
– Funded by cash donations	(97,055)	(27,111)	–	–	(97,055)	(27,111)
– Write-off	–	143,780	–	–	–	143,780
	(1,719,912)	(2,499,916)	–	–	(1,719,912)	(2,499,916)
Donations relating to property, plant and equipment (net of depreciation)						
– Funded by cash donations	(268)	(1,056,771)	–	–	(268)	(1,056,771)
– Depreciation charged for the year	1,289,498	1,188,799	–	–	1,289,498	1,188,799
	1,289,230	132,028	–	–	1,289,230	132,028
Adjusted net (deficit)/surplus	(5,295,492)	(2,256,190)	2,965,745	3,240,519	(2,329,747)	984,329

9. Cash and cash equivalents

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cash and bank balances	20,100,573	20,143,293	19,560,104	19,895,954
Cash managed by AGD through Centralised Liquidity Management	370,112,148	317,944,743	366,135,345	316,514,923
Fixed deposits	5,338,942	62,934,755	–	55,562,590
	395,551,663	401,022,791	385,695,449	391,973,467

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".

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

9. Cash and cash equivalents (continued)

The weighted average effective interest rate of fixed deposits for the Board and the Group at the reporting date was nil (2020: 2.0%) and 0.7% (2020: 2.0%) per annum respectively. The fixed deposits mature at varying periods.

10. Other receivables, deposits and prepayments

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Grants receivables	5,499,978	12,459,513	5,221,895	12,419,608
Interest receivables	510,896	1,509,972	481,769	1,483,557
Other receivables	534,947	369,248	524,612	357,374
GST receivables, net	–	747,577	–	747,577
Deposits	451,937	477,939	441,712	476,399
Other receivables and deposits	6,997,758	15,564,249	6,669,988	15,484,515
Prepayments	608,646	339,626	603,359	332,443
	7,606,404	15,903,875	7,273,347	15,816,958

11. Subsidiaries

	Board	
	2021	2020
	\$	\$
Unquoted ordinary shares, at cost	2	2

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Country of incorporation/ Principal place of business	Proportion (%) of ownership interest	
			2021	2020
			%	%
Singapore Philatelic Museum # ^o	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 Ernst & Young LLP

^o Limited by guarantee with no share capital

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

12. Property, plant and equipment

	Leasehold building and improvements	Mechanical and electrical equipment	Audio visual and micrographic equipment	Furniture, fittings and office equipment	Computers	Work-in- progress	Total
	\$	\$	\$	\$	\$	\$	\$
Group							
2021							
Cost:							
At 1 April 2020	326,568,358	3,027,028	1,959,748	22,851,390	7,407,616	10,363,275	372,177,415
Additions	–	155,911	18,577	117,369	636,567	12,779,200	13,707,624
Transfer from work-in-progress	627,569	194,699	15,870	36,199	863,776	(1,738,113)	–
Disposals	–	(248,923)	(33,983)	(9,823)	(100,131)	–	(392,860)
Write-off	(78,453)	–	–	–	(8,202)	–	(86,655)
At 31 March 2021	327,117,474	3,128,715	1,960,212	22,995,135	8,799,626	21,404,362	385,405,524
Accumulated depreciation:							
At 1 April 2020	272,619,222	1,303,235	1,080,970	16,434,718	6,025,621	–	297,463,766
Depreciation charge	10,320,076	293,035	169,414	2,067,094	971,498	–	13,821,117
Disposals	–	(248,923)	(33,983)	(9,823)	(100,131)	–	(392,860)
Write-off	(28,307)	–	–	–	(5,013)	–	(33,320)
At 31 March 2021	282,910,991	1,347,347	1,216,401	18,491,989	6,891,975	–	310,858,703
Net carrying amount:							
At 31 March 2021	44,206,483	1,781,368	743,811	4,503,146	1,907,651	21,404,362	74,546,821

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

12. Property, plant and equipment (continued)

	Leasehold building and improvements	Mechanical and electrical equipment	Audio visual and micrographic equipment	Furniture, fittings and office equipment	Computers	Work-in- progress	Total
	\$	\$	\$	\$	\$	\$	\$
Group							
2020							
Cost:							
At 1 April 2019	333,172,242	1,737,977	1,684,118	22,891,834	10,043,308	3,171,573	372,701,052
Additions	161,586	149,019	151,422	266,288	451,990	13,180,490	14,360,795
Transfer from work-in-progress	2,788,155	1,388,970	213,889	1,220,620	377,154	(5,988,788)	–
Disposals	–	–	(38,027)	(18,058)	–	–	(56,085)
Write-off	(9,553,625)	(248,938)	(51,654)	(1,509,294)	(3,464,836)	–	(14,828,347)
At 31 March 2020	326,568,358	3,027,028	1,959,748	22,851,390	7,407,616	10,363,275	372,177,415
Accumulated depreciation:							
At 1 April 2019	270,671,427	1,426,861	1,028,197	16,015,092	8,395,788	–	297,537,365
Depreciation charge	11,501,420	125,312	142,454	1,938,305	855,710	–	14,563,201
Disposals	–	–	(38,027)	(18,058)	–	–	(56,085)
Write-off	(9,553,625)	(248,938)	(51,654)	(1,500,621)	(3,225,877)	–	(14,580,715)
At 31 March 2020	272,619,222	1,303,235	1,080,970	16,434,718	6,025,621	–	297,463,766
Net carrying amount:							
At 31 March 2020	53,949,136	1,723,793	878,778	6,416,672	1,381,995	10,363,275	74,713,649

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

12. Property, plant and equipment (continued)

	Leasehold building and improvements \$	Mechanical and electrical equipment \$	Audio visual and micrographic equipment \$	Furniture, fittings and office equipment \$	Computers \$	Work-in- progress \$	Total \$
Board							
2021							
Cost:							
At 1 April 2020	326,568,358	2,966,695	1,959,748	22,276,472	7,380,815	10,363,275	371,515,363
Additions	–	155,911	18,577	117,369	636,567	12,779,200	13,707,624
Transfer from work-in-progress	627,569	194,699	15,870	36,199	863,776	(1,738,113)	–
Disposals	–	(248,923)	(33,983)	(9,823)	(100,131)	–	(392,860)
Write-off	(78,453)	–	–	–	(8,202)	–	(86,655)
At 31 March 2021	327,117,474	3,068,382	1,960,212	22,420,217	8,772,825	21,404,362	384,743,472
Accumulated depreciation:							
At 1 April 2020	272,619,222	1,242,902	1,080,970	15,860,960	5,999,960	–	296,804,014
Depreciation charge	10,320,076	293,035	169,414	2,065,934	970,358	–	13,818,817
Disposals	–	(248,923)	(33,983)	(9,823)	(100,131)	–	(392,860)
Write-off	(28,307)	–	–	–	(5,013)	–	(33,320)
At 31 March 2021	282,910,991	1,287,014	1,216,401	17,917,071	6,865,174	–	310,196,651
Net carrying amount:							
At 31 March 2021	44,206,483	1,781,368	743,811	4,503,146	1,907,651	21,404,362	74,546,821

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

12. Property, plant and equipment (continued)

	Leasehold building and improvements \$	Mechanical and electrical equipment \$	Audio visual and micrographic equipment \$	Furniture, fittings and office equipment \$	Computers \$	Work-in- progress \$	Total \$
Board							
2020							
Cost:							
At 1 April 2019	332,783,299	1,677,644	1,684,118	21,601,400	10,016,507	3,171,573	370,934,541
Additions	161,586	149,019	151,422	266,288	451,990	13,180,490	14,360,795
Transfer from work-in-progress	2,788,155	1,388,970	213,889	1,220,620	377,154	(5,988,788)	–
Disposals	–	–	(38,027)	(18,058)	–	–	(56,085)
Write-off	(9,164,682)	(248,938)	(51,654)	(793,778)	(3,464,836)	–	(13,723,888)
At 31 March 2020	326,568,358	2,966,695	1,959,748	22,276,472	7,380,815	10,363,275	371,515,363
Accumulated depreciation:							
At 1 April 2019	270,282,484	1,366,528	1,028,197	14,728,830	8,371,371	–	295,777,410
Depreciation charge	11,501,420	125,312	142,454	1,935,293	854,466	–	14,558,945
Disposals	–	–	(38,027)	(18,058)	–	–	(56,085)
Write-off	(9,164,682)	(248,938)	(51,654)	(785,105)	(3,225,877)	–	(13,476,256)
At 31 March 2020	272,619,222	1,242,902	1,080,970	15,860,960	5,999,960	–	296,804,014
Net carrying amount:							
At 31 March 2020	53,949,136	1,723,793	878,778	6,415,512	1,380,855	10,363,275	74,711,349

The cost of property, plant and equipment that has been fully depreciated for the Group and the Board as at 31 March 2021 was \$245,536,587 (2020: \$239,324,089) and \$244,874,538 (2020: \$238,674,531) respectively.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

13. Leases

As lessee

The Group has lease contracts for leasehold land and buildings, offices and warehouses, motor vehicles and others.

The Group has certain leases with lease terms of 12 months or less and leases of low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases

(a) *Carrying amounts of right-of-use assets*

	Leasehold land and buildings	Offices and warehouses	Motor vehicles and others	Total
	\$	\$	\$	\$
Group and Board				
At 1 April 2019	13,397,589	1,579,047	24,594	15,001,230
Additions	2,884,143	4,222,041	–	7,106,184
Amortisation	(6,898,039)	(2,058,334)	(8,332)	(8,964,705)
At 31 March and 01 April 2020	9,383,693	3,742,754	16,262	13,142,709
Additions	5,782,227	2,233,041	5,561	8,020,829
Amortisation	(7,736,995)	(2,480,973)	(9,773)	(10,227,741)
At 31 March 2021	7,428,925	3,494,822	12,050	10,935,797

(b) *Lease liabilities*

The carrying amounts of lease liabilities and the movements during the financial years ended 31 March 2021 are disclosed as follow:

	Group and Board	
	2021	2020
	\$	\$
At 1 April	13,331,514	14,724,929
Additions	8,020,829	7,600,548
Accretion of interest	396,278	438,710
Payments	(10,762,983)	(9,432,673)
At 31 March	10,985,638	13,331,514
Current	6,254,164	8,733,955
Non-current	4,731,474	4,597,559
	10,985,638	13,331,514

The maturity analysis of lease liabilities is disclosed in Note 29.

National Heritage Board and its Subsidiaries

**Notes to the financial statements
For the financial year ended 31 March 2021**

13. Leases (continued)

As lessee (continued)

(c) *Amounts recognised in profit or loss*

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Depreciation of right-of-use assets	10,227,741	8,964,705	10,227,741	8,964,705
Interest expense on lease liabilities	396,278	438,710	396,278	438,710
Lease expenses not capitalised				
– Expenses relating to short-term leases	636,294	1,733,521	636,294	1,733,521
– Expenses relating to leases of low-value assets	43,047	397,062	20,875	364,408
Total amount recognised in profit or loss	11,303,360	11,533,998	11,281,188	11,501,344

(d) *Total cash outflow*

The Group has total cash outflow for leases of \$11,442,324 (2020: \$11,563,256) in 2021, which included principal repayments of lease liabilities of \$10,366,705 (2020: \$8,993,963).

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

13. Leases (continued)

As intermediate lessor

The Group's has entered into subleases on certain premises. The lease terms of these subleases constitute a major part of tenure of the head lease and accordingly, these subleases are classified as finance leases. The net investment in the sub-lease is recognised under "Lease receivables".

The following table shows the maturity analysis of the undiscounted lease payments to be received:

	Group and Board	
	2021	2020
	\$	\$
Within one year	743,760	1,647,916
After one year but not more than five years	139,591	883,351
Total undiscounted lease payments	883,351	2,531,267
Less: Unearned interest income	(15,536)	(71,042)
Net investment in finance lease	867,815	2,460,225
Current	728,966	1,592,410
Non-current	138,849	867,815
	867,815	2,460,225

The following are the amounts recognised in profit or loss:

	Group and Board	
	2021	2020
	\$	\$
Interest income on lease receivables	55,507	58,011
Gain on sublease	–	1,392,417
Rental income relating to short-term leases	311,126	1,725,957
Total amount recognised in profit or loss	366,633	3,176,385

The Group had total cash inflows for leases of \$1,959,043 (2020: \$2,838,112) in 2021

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

14. Heritage materials

	Asian Civilisations Museum \$	National Museum of Singapore \$	Singapore Art Museum \$	National Gallery Singapore \$	Heritage institution \$	Art Bank Scheme/ Government Institution Scheme \$	Philatelic collection \$	Total \$
Group								
2021								
At 1 April 2020	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	1,333,421	508,056,422
Additions	1,811,255	965,008	853,476	3,152,950	101,744	–	60,500	6,944,933
Write-off	(373)	–	(4,000)	–	–	–	–	(4,373)
Write-back	–	5,682	–	–	–	–	–	5,682
At 31 March 2021	210,109,377	43,045,457	176,254,460	71,041,176	11,045,536	2,112,737	1,393,921	515,002,664
At cost	88,943,835	12,075,024	54,182,635	43,565,875	10,838,748	2,112,737	1,208,126	212,926,980
At valuation	121,165,542	30,970,433	122,071,825	27,475,301	206,788	–	185,795	302,075,684
	210,109,377	43,045,457	176,254,460	71,041,176	11,045,536	2,112,737	1,393,921	515,002,664
2020								
At 1 April 2019	205,087,811	40,318,293	174,023,493	65,819,515	10,942,789	2,114,252	1,308,261	499,614,414
Additions	3,216,659	1,891,564	1,381,491	2,069,911	1,003	–	25,160	8,585,788
Write-off	(5,975)	(135,090)	–	(1,200)	–	(1,515)	–	(143,780)
At 31 March 2020	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	1,333,421	508,056,422
At cost	87,458,583	11,927,331	53,333,159	40,887,155	10,737,004	2,112,737	1,208,126	207,664,095
At valuation	120,839,912	30,147,436	122,071,825	27,001,071	206,788	–	125,295	300,392,327
	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	1,333,421	508,056,422

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

14. Heritage materials (continued)

	Asian Civilisations Museum \$	National Museum of Singapore \$	Singapore Art Museum \$	National Gallery Singapore \$	Heritage institution \$	Art Bank Scheme/ Government Institution Scheme \$	Total \$
Board							
2021							
At 1 April 2020	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	506,723,001
Additions	1,811,255	965,008	853,476	3,152,950	101,744	–	6,884,433
Write-off	(373)	–	(4,000)	–	–	–	(4,373)
Write-back	–	5,682	–	–	–	–	5,682
At 31 March 2021	210,109,377	43,045,457	176,254,460	71,041,176	11,045,536	2,112,737	513,608,743
At cost	88,943,835	12,075,024	54,182,635	43,565,875	10,838,748	2,112,737	211,718,854
At valuation	121,165,542	30,970,433	122,071,825	27,475,301	206,788	–	301,889,889
	210,109,377	43,045,457	176,254,460	71,041,176	11,045,536	2,112,737	513,608,743
2020							
At 1 April 2019	205,087,811	40,318,293	174,023,493	65,819,515	10,942,789	2,114,252	498,306,153
Additions	3,216,659	1,891,564	1,381,491	2,069,911	1,003	–	8,560,628
Write-off	(5,975)	(135,090)	–	(1,200)	–	(1,515)	(143,780)
At 31 March 2020	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	506,723,001
At cost	87,458,583	11,927,331	53,333,159	40,887,155	10,737,004	2,112,737	206,455,969
At valuation	120,839,912	30,147,436	122,071,825	27,001,071	206,788	–	300,267,032
	208,298,495	42,074,767	175,404,984	67,888,226	10,943,792	2,112,737	506,723,001

Heritage materials are subject to write-off according to the Group's policy. During the financial year, \$4,373 had been written off and was recognised under the "Heritage materials written off" line item in the statement of comprehensive income.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

15. Investments

	Group and Board	
	2021	2020
	\$	\$
Quoted bonds, at amortised cost		
– Current	1,004,015	4,270,750
– Non-current	34,700,095	35,856,077
	35,704,110	40,126,827

The Group has elected to measure these debt instruments at amortised cost due to the Group's intention to hold these debt instruments to maturity. Interest rates of the quoted bonds ranged from 2.57% to 4.21% (2020: 2.57% to 4.30%) per annum and maturity date ranging from February 2022 to August 2023 (2020: August 2020 to August 2023).

No impairment loss has been recognised for the financial year ended 31 March 2021 and 31 March 2020.

16. Other payables and accruals

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Other payables	24,292,989	27,465,229	24,200,183	27,364,795
Accrual for staff costs	11,530,679	10,318,485	11,116,046	9,928,442
GST payables, net	36,889	–	36,905	–
	35,860,557	37,783,714	35,353,134	37,293,237

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

17. Grants received in advance

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
At 1 April	123,313,448	115,507,954	121,874,765	113,786,452
Grants received during the year	105,861,928	124,073,672	104,410,946	123,756,491
Transfer to deferred capital grants (Note 19)	(6,198,345)	(1,923,371)	(6,198,345)	(1,923,371)
Transfer to heritage capital reserve (Note 21)	(1,512)	(616,393)	(1,512)	(616,393)
Transfer to the statement of comprehensive income	(111,776,508)	(113,728,414)	(110,786,024)	(113,128,414)
At 31 March	111,199,011	123,313,448	109,299,830	121,874,765

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

18. Deferred donations

	Group		Board	
	2021 \$	2020 \$	2021 \$	2020 \$
At 1 April	20,216,362	12,485,675	20,216,362	12,485,675
Total donations received for the year	4,932,461	12,026,968	4,932,431	11,706,968
Transfer to the statement of comprehensive income	(4,246,725)	(4,296,281)	(4,246,695)	(3,976,281)
At 31 March	20,902,098	20,216,362	20,902,098	20,216,362

The deferred donations at year-end relate to donations received for purposes specified by the donors 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.

Total donations received for the year comprises of the following:

	Group		Board	
	2021 \$	2020 \$	2021 \$	2020 \$
National Heritage Fund (Note 24)	1,334,009	3,404,475	1,334,009	3,404,475
Preservation of Monuments Fund (Note 25)	3,598,422	8,302,493	3,598,422	8,302,493
Others	30	320,000	–	–
	4,932,461	12,026,968	4,932,431	11,706,968

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

19. Deferred capital grants

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
At 1 April	33,820,630	39,426,620	33,818,190	39,421,456
Transfer from grants (Note 17)	6,198,345	1,923,371	6,198,345	1,923,371
Amortisation of deferred capital grants				
– Depreciation of property, plant and equipment	(6,527,321)	(7,298,608)	(6,525,869)	(7,295,884)
– Write-off of property, plant and equipment	(41,025)	(230,753)	(41,025)	(230,753)
	(6,568,346)	(7,529,361)	(6,566,894)	(7,526,637)
At 31 March	33,450,629	33,820,630	33,449,641	33,818,190

20. Capital account

	Group and Board	
	2021	2020
	\$	\$
At 1 April	400,686,681	381,446,681
Issuance of shares	3,097,517	19,240,000
At 31 March	403,784,198	400,686,681

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 \$3,097,517 (2020: 19,240,000) shares at \$1 each, comprising \$nil (2020: \$12,515,000) for acquisition of heritage materials and \$3,097,517 (2020: \$\$6,725,000) 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.

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.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

21. Heritage capital reserve

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
At 1 April	378,611,961	375,470,492	375,316,528	372,200,219
Current year transfer from general fund for donated heritage materials and donations utilised to purchase heritage materials	1,780,412	2,668,856	1,719,912	2,643,696
Grants for heritage materials (Note 17)	1,512	616,393	1,512	616,393
Heritage materials written back/(off)	5,309	(143,780)	5,309	(143,780)
	380,399,194	378,611,961	377,043,261	375,316,528

The heritage capital reserve comprises cash donations and government grants 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.

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 statement of comprehensive income. General Fund - Others excludes income and expenditure relating to General Fund - Donated heritage materials and property, plant and equipment as described in Note 22(b).

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.

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(b) *General Fund - Donated property, plant and equipment*

Donated property, plant and equipment as well as cash donations utilised to purchase property, plant and equipment are accounted for through this fund in the Group's and the Board's statement of comprehensive income.

As at 31 March 2021 and 2020, this reserve comprises donated property, plant and equipment and cash donations utilised to purchase property, plant and equipment.

(c) *Restricted Funds*

The Group's Restricted Funds comprise donations and funds 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:

Name of Fund	Purpose
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.

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Group								
Statement of Comprehensive Income								
Income								
Cash donations	41,495	61,269	3,323,626	2,321,466	–	–	3,365,121	2,382,735
Admission fees	22,286	131,973	–	–	–	–	22,286	131,973
Rental income	840	28,626	–	–	–	–	840	28,626
Interest income	–	–	–	–	2,965,745	3,240,519	2,965,745	3,240,519
Workshop/seminars	10,159	15,299	–	–	–	–	10,159	15,299
Commission/ royalties/ consignment	16,710	18,734	–	–	–	–	16,710	18,734
Others	–	34,547	–	–	–	–	–	34,547
	91,490	290,448	3,323,626	2,321,466	2,965,745	3,240,519	6,380,861	5,852,433

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

Group	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Statement of Comprehensive Income (continued)								
Operating expenditure								
Employee benefits expense	(4,138,783)	(3,982,511)	–	–	–	–	(4,138,783)	(3,982,511)
Depreciation of property, plant and equipment	(4,113,970)	(4,123,182)	(1,289,498)	(1,188,799)	–	–	(5,403,468)	(5,311,981)
Rental of premises/ equipment	(243,752)	(389,641)	–	–	–	–	(243,752)	(389,641)
Maintenance and other property expenses	(2,113,617)	(2,183,099)	(2,927,282)	(1,692,835)	–	–	(5,040,899)	(3,875,934)
Exhibition expenses	(1,146,404)	(1,229,015)	(217,321)	(84,169)	–	–	(1,363,725)	(1,313,184)
Other services and fees	(1,104,721)	(1,341,606)	(79,356)	(374)	–	–	(1,184,077)	(1,341,980)
Outreach, publicity and public relations	(1,680,497)	(1,407,007)	(96,260)	(506,476)	–	–	(1,776,757)	(1,913,483)
Staff welfare and development	(72,291)	(65,506)	(1,745)	–	–	–	(74,036)	(65,506)
General and administrative expenses	(685,182)	(651,500)	(1,662)	(37,612)	–	–	(686,844)	(689,112)
Total operating expenses	(15,299,217)	(15,373,067)	(4,613,124)	(3,510,265)	–	–	(19,912,341)	(18,883,332)

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Group								
Statement of Comprehensive Income (continued)								
(Deficit)/surplus before grants	(15,207,727)	(15,082,619)	(1,289,498)	(1,188,799)	2,965,745	3,240,519	(13,531,480)	(13,030,899)
Deferred capital grants amortised	2,235,289	2,238,585	–	–	–	–	2,235,289	2,238,585
Grants received	12,972,438	12,844,034	1,289,498	1,188,799	–	–	14,261,936	14,032,833
Net surplus	–	–	–	–	2,965,745	3,240,519	2,965,745	3,240,519
Balance Sheet								
Assets								
Cash and cash equivalents	–	–	–	–	14,690,074	11,724,329	14,690,074	11,724,329
Net assets	–	–	–	–	14,690,074	11,724,329	14,690,074	11,724,329
Equity								
Accumulated surplus	–	–	–	–	14,690,074	11,724,329	14,690,074	11,724,329

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Board								
Statement of Comprehensive income								
Income								
Cash donations	41,495	61,269	3,323,626	2,321,466	–	–	3,365,121	2,382,735
Admission fees	22,286	131,973	–	–	–	–	22,286	131,973
Rental income	840	28,626	–	–	–	–	840	28,626
Interest income	–	–	–	–	2,965,745	3,240,519	2,965,745	3,240,519
Workshop/seminars	10,159	15,299	–	–	–	–	10,159	15,299
Commission/royalties/ consignment	16,710	18,734	–	–	–	–	16,710	18,734
Others	–	34,547	–	–	–	–	–	34,547
	91,490	290,448	3,323,626	2,321,466	2,965,745	3,240,519	6,380,861	5,852,433

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Board								
Statement of Comprehensive Income (continued)								
Operating expenditure								
Employee benefits expense	(4,138,783)	(3,982,511)	–	–	–	–	(4,138,783)	(3,982,511)
Depreciation of property, plant and equipment	(4,113,970)	(4,123,182)	(1,289,498)	(1,188,799)	–	–	(5,403,468)	(5,311,981)
Rental of premises/equipment	(243,752)	(389,641)	–	–	–	–	(243,752)	(389,641)
Maintenance and other property expenses	(2,113,617)	(2,183,099)	(2,927,282)	(1,692,835)	–	–	(5,040,899)	(3,875,934)
Exhibition expenses	(1,146,404)	(1,229,015)	(217,321)	(84,169)	–	–	(1,363,725)	(1,313,184)
Other services and fees	(1,104,721)	(1,341,606)	(79,356)	(374)	–	–	(1,184,077)	(1,341,980)
Outreach, publicity and public relations	(1,680,497)	(1,407,007)	(96,260)	(506,476)	–	–	(1,776,757)	(1,913,483)
Staff welfare and development	(72,291)	(65,506)	(1,745)	–	–	–	(74,036)	(65,506)
General and administrative expenses	(685,182)	(651,500)	(1,662)	(37,612)	–	–	(686,844)	(689,112)
Total operating expenses	(15,299,217)	(15,373,067)	(4,613,124)	(3,510,265)	–	–	(19,912,341)	(18,883,332)

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

22. Accumulated surplus (continued)

(c) *Restricted Funds (continued)*

	Heritage Institution funds		Other funds		Development fund		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$
Board								
Statement of Comprehensive Income (continued)								
(Deficit)/surplus before grants	(15,207,727)	(15,082,619)	(1,289,498)	(1,188,799)	2,965,745	3,240,519	(13,531,480)	(13,030,899)
Deferred capital grants amortised	2,235,289	2,238,585	–	–	–	–	2,235,289	2,238,585
Grants received	12,972,438	12,844,034	1,289,498	1,188,799	–	–	14,261,936	14,032,833
Net surplus	–	–	–	–	2,965,745	3,240,519	2,965,745	3,240,519
Balance Sheet								
Assets								
Cash and cash equivalents	–	–	–	–	14,266,674	11,300,929	14,266,674	11,300,929
Net assets	–	–	–	–	14,266,674	11,300,929	14,266,674	11,300,929
Equity								
Accumulated surplus	–	–	–	–	14,266,674	11,300,929	14,266,674	11,300,929

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

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 from the Board of Singapore Philatelic Museum.
- (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. Cash and cash equivalents have been returned during the year.

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.

	ASEAN COCI Fund	
	2021	2020
	\$	\$
Group		
Statement of Comprehensive Income		
Income		
Others	–	58,565
Expenditure		
Other services and fees	–	(10,714)
General and administrative expenses	–	(46,496)
Net surplus	–	1,355
Balance Sheet		
Assets		
Cash and cash equivalents	–	1,355
Net assets	–	1,355
Equity		
Accumulated surplus	–	1,355

National Heritage Board and its Subsidiaries

**Notes to the financial statements
For the financial year ended 31 March 2021**

23. Net assets of trust funds (continued)

	Singapore Philatelic Fund		ASEAN COCI Fund		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Board						
Statement of Comprehensive Income						
Income						
Interest income	92,645	56,151	–	–	92,645	56,151
Others	–	–	–	58,565	–	58,565
Expenditure						
Other services and fees	–	(36)	–	(10,714)	–	(10,750)
General and administrative expenses	–	–	–	(46,496)	–	(46,496)
Net surplus	92,645	56,115	–	1,355	92,645	57,470
Balance Sheet:						
Assets						
Cash and cash equivalents	3,976,803	3,884,158	–	1,355	3,976,803	3,885,513
Equity						
Accumulated surplus	3,976,803	3,884,158	–	1,355	3,976,803	3,885,513

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

24. National Heritage Fund

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

	Group and Board	
	2021	2020
	\$	\$
At 1 April	8,247,413	7,076,402
Donations received		
– Tax-deductible	1,180,250	3,246,600
– Non-tax deductible	153,759	157,875
Total donations received during the year (Note 18)	1,334,009	3,404,475
Expenditure	(487,691)	(2,233,464)
At 31 March	9,093,731	8,247,413
Represented by:		
Assets		
Cash and cash equivalents	9,093,731	8,247,413
Net assets	9,093,731	8,247,413

The donations received during the year comprised both general donations as well as donations received for specific purposes and are restricted in nature. 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).

25. Preservation of Monuments Fund

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

	Group and Board	
	2021	2020
	\$	\$
At 1 April	15,188,214	8,578,556
Donations received		
– Tax-deductible	3,598,322	8,256,524
– Non-tax deductible	100	45,969
Total donations received during the year (Note 18)	3,598,422	8,302,493
Expenditure	(2,927,282)	(1,692,835)
At 31 March	15,859,354	15,188,214
Represented by:		
Assets		
Cash and cash equivalents	15,859,354	15,188,214
Net assets	15,859,354	15,188,214

National Heritage Board and its Subsidiaries

Notes to the financial statements For the financial year ended 31 March 2021

25. Preservation of Monuments Fund (continued)

The donations received during the year are for specific purposes and are restricted in nature. 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 (Chapter 239). Its expenditure mainly comprises restoration and repair works to national monuments, to ensure their proper preservation.

26. Dividends

	Group and Board	
	2021	2020
	\$	\$
Dividends paid per share of 0.24 cents (2020: \$nil)	984,000	–

During the financial year ended 31 March 2021, NHB paid total dividends of \$984,000 on the share capital issued to the Minister for Finance in respect of the financial year ended 31 March 2020.

27. Capital commitments

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

	Group and Board	
	2021	2020
	\$	\$
Contracted but not provided for	17,587,625	31,465,999
Authorised but not contracted for	139,962,283	61,253,939
	157,549,908	92,719,938

National Heritage Board and its Subsidiaries

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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:

	Board	
	2021	2020
	\$	\$
Grants received/receivables		
– Ministry of Culture, Community and Youth	102,440,953	156,764,172
– Singapore Tourism Board	216,810	215,270
– Ministry of Communications and Information	50,371	800,000
– National Arts Council	200,681	1,485,906
– Singapore Totalisator Board	13,668,262	26,310,487
Rental paid/payable to Singapore Land Authority	8,564,325	8,561,357
IT charges paid/payable to Government Technology Agency	754,450	143,755

Outstanding balances at 31 March 2021 and 2020 are as follows:

Grants receivables		
– Ministry of Culture, Community and Youth	64,418	4,990,955
– Singapore Totalisator Board	5,089,986	7,199,454
– Singapore Tourism Board	66,810	215,270
– National Arts Council	681	–
– Design Singapore Council	–	55,000
Other payables		
– Government Technology Agency	5,795	55,218

Key management personnel compensation

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Wages and salaries	5,172,802	4,991,050	4,635,203	4,436,880
Employer's contribution to Central Provident Fund	390,282	366,852	344,436	321,589
	5,563,084	5,357,902	4,979,639	4,758,469

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.

29. Financial risk management objectives and policies

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.

(a) **Market risk**

Interest rate risk

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 0.28% to 1.52% (2020: 1.67% to 2.13%).

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

(b) **Credit risk**

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty defaults on its obligations.

The Group's credit risk is primarily attributable to its trade and other receivables. For other financial assets (including cash at bank), the Group minimises credit risk by dealing with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group adopts the policy of trading only with recognised and creditworthy third parties. In addition, receivable balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

29. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Company's historical information.

The Group considers "low risk" to be an investment grade credit rating with at least one major rating agency for those investments with credit rating. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligation

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Group determined that its financial assets are credit-impaired when:

- There is significant difficulty of the issuer or the debtors
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery. Where loans and receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The following are credit risk management practices and quantitative and qualitative information about amounts arising from expected credit losses for each class of financial assets.

Other receivables

The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure. Except for the amount written off in the previous financial year disclosed in note 9, the Group assessed the latest performance and financial position of the other counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since initial recognition of the financial assets. Accordingly, the Group measured the impairment allowance using 12-month ECL and determine that the ECL is insignificant.

National Heritage Board and its Subsidiaries

**Notes to the financial statements
For the financial year ended 31 March 2021**

29. Financial risk management objectives and policies (continued)

(b) Credit risk (continued)

Excessive risk concentration

The Group's exposure to credit risk arises through its receivables. The Group's most significant debtor, the supervisory ministry, accounts for 1% (2020: 28%) of the receivables carrying amount.

Financial assets that are neither past due nor impaired

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.

(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.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and Board's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	Less than one year \$	2021 One to five years \$	Total \$
Group			
Financial assets:			
Investments	2,021,588	35,216,640	37,238,228
Grant receivables	5,499,978	–	5,499,978
Interest receivables	510,896	–	510,896
Other receivables	534,947	–	534,947
Deposits	451,937	–	451,937
Lease receivables	743,760	139,591	883,351
Cash and bank balances	395,551,663	–	395,551,663
Total undiscounted financial assets	405,314,769	35,356,231	440,671,000
Financial liabilities:			
Other payables	24,292,989	–	24,292,989
Accrual for staff costs	11,530,679	–	11,530,679
Lease liabilities	6,577,549	4,891,114	11,468,663
Total undiscounted financial liabilities	42,401,217	4,891,114	47,292,331
Total net undiscounted financial assets	362,913,552	30,465,117	393,378,669

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

29. Financial risk management objectives and policies (continued)

(c) *Liquidity risk (continued)*

	Less than one year \$	2020 One to five years \$	Total \$
Board			
Financial assets:			
Investments	5,349,972	37,238,227	42,588,199
Grants receivables	12,419,608	–	12,419,608
Interest receivables	1,483,557	–	1,483,557
Other receivables	357,374	–	357,374
Deposits	476,399	–	476,399
Lease receivables	1,647,916	883,351	2,531,267
Cash and bank balances	391,973,467	–	391,973,467
	<hr/>		
Total undiscounted financial assets	413,708,293	38,121,578	451,829,871
	<hr/>		
Financial liabilities:			
Other payables	27,364,795	–	27,364,795
Accrual for staff costs	9,928,442	–	9,928,442
Lease liabilities	9,093,677	5,094,413	14,188,090
	<hr/>		
Total undiscounted financial liabilities	46,386,914	5,094,413	51,481,327
	<hr/>		
Total net undiscounted financial assets	367,321,379	33,027,165	400,348,544
	<hr/>		

National Heritage Board and its Subsidiaries

**Notes to the financial statements
For the financial year ended 31 March 2021**

29. Financial risk management objectives and policies (continued)

(d) Financial instruments by category

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

	Group		Board	
	2021	2020	2021	2020
	\$	\$	\$	\$
Financial assets measured at amortised cost				
Investments	35,704,110	40,126,827	35,704,110	40,126,827
Grants receivables	5,499,978	12,459,513	5,221,895	12,419,608
Interest receivables	510,896	1,509,972	481,769	1,483,557
Other receivables	534,947	369,248	524,612	357,374
Deposits	451,937	477,939	441,712	476,399
Lease receivables	867,815	2,460,225	867,815	2,460,225
Cash and cash equivalents	395,551,663	401,022,791	385,695,449	391,973,467
	439,121,346	458,426,515	428,937,362	449,297,457
Financial liabilities measured at amortised cost				
Other payables	24,292,989	27,465,229	24,200,183	27,364,795
Accrual for staff costs	11,530,679	10,318,485	11,116,046	9,928,442
Lease liabilities	10,985,638	13,331,514	10,985,638	13,331,514
	46,809,306	51,115,228	46,301,867	50,624,751

30. Fair value of assets and liabilities

Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 - Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 - Unobservable inputs for the asset or liability.

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

National Heritage Board and its Subsidiaries

Notes to the financial statements
For the financial year ended 31 March 2021

30. Fair value of assets and liabilities (continued)

Assets and liabilities not measured at fair value, for which fair value is disclosed

	Fair value measurements at the end of the reporting period using			Fair value Total	Carrying amount
	Quoted prices in active markets for identical assets (Level 1) \$	Significant observable inputs other than quoted prices (Level 2) \$	Significant unobservable inputs (Level 3) \$		
Group and Board					
2021					
Assets					
Investments	35,171,682	–	–	35,171,682	35,704,110
2020					
Assets					
Investments	39,380,434	–	–	39,380,434	40,126,827

Determination of fair value

The fair value as disclosed in the table above are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the end of the reporting period.

31. Authorisation of financial statements for issue

The financial statements for the year ended 31 March 2021 were authorised for issue by the board members at their meeting on 08 July 2021.