



heritagesg



Annual Report 2024/25



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OUR HERITAGE BEGINS

OUR HERITAGE BEGINS

As Singapore's heritage landscape grew in ambition, there was a need for new capabilities to complement the National Heritage Board's (NHB) role as the custodian of Singapore's heritage. To meet this need, HeritageSG (formerly known as Children's Museum Singapore) was established on 1 August 2024 as a wholly owned subsidiary of NHB. Expanding on the foundation laid by the Children's Museum Singapore provided continuity and enabled HeritageSG to take on a broader mandate – deepening partnerships with stakeholders, piloting new approaches to community engagement and digital innovation, providing dedicated operational support, and building strategic capabilities to grow the heritage sector.

HeritageSG is a registered charity and Institution of a Public Character, supporting fundraising and philanthropic partnerships to advance heritage initiatives. Bringing together functions such as archaeology, digital services, museum management, and placemaking, HeritageSG is structured to operate with agility and respond to needs in the heritage sector. Our formation allows NHB to continue leading as steward and strategist for Singapore's heritage, while empowering HeritageSG to co-create and deliver with partners on the ground.

The birth of HeritageSG marks a new chapter in Singapore's heritage story – one built on continuity, collaboration, and the belief that heritage must breathe, grow, and inspire our future.



MESSAGE FROM OUR CHAIRPERSON

HeritageSG was established to fulfil a vital mandate: creating an agile and dynamic organisation to realise our vision for Singapore's heritage. In close partnership with the National Heritage Board, HeritageSG serves as a catalyst and multiplier within Singapore's heritage ecosystem, working alongside the broader heritage community to drive innovation whilst sharing a deep passionate commitment to our collective heritage.

Our vision is anchored on two fundamental pillars. First, we are dedicated to developing strategic capabilities and specialist skills to sustain and grow our heritage ecosystem. Second, we leverage our operational agility to unlock greater potential and pursue opportunities – from cultural merchandising to test-bedding digital engagement solutions – through deeper collaborations across public, private, and community sectors.

Our inaugural initiatives reflect this vision. Children's Museum Singapore demonstrates our commitment to making heritage accessible to future generations through innovative storytelling. Our digital efforts showcase how technology can transform heritage experiences, bridging the past and present. Additionally, our Archaeology Services bring Singapore's archaeological discoveries to life through compelling, contemporary narratives. Beyond museums, the integration of Festival and Placemaking functions under HeritageSG enables us to reimagine signature events like Singapore Heritagefest and Singapore Night Festival as platforms for cross-sector collaboration, reaching wider audiences.

This diverse portfolio strengthens our strategic capabilities not only to preserve heritage but also to reimagine its role in contemporary Singapore. With great pride, I look forward to HeritageSG continuing to chart its path and support Singapore's heritage sector.



Ms Chang Hwee Nee
Chairperson
HeritageSG

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

It is hard to believe that HeritageSG has been operating for only a year – what a journey it has been!

We began with an idea, to find new ways of pushing Singapore's heritage and culture forward. Today, there is much to celebrate. I am deeply proud of what we have accomplished together. Though small in size, we are united by a shared purpose: to reimagine heritage in ways that inspire audiences now and for generations to come. Together, we have grown as an organisation, and just as importantly, each of us has grown individually.

Starting out was never going to be easy. With a wide-ranging portfolio spanning archaeology, digital experiences, festivals, placemaking, and museums, we had to find our rhythm – and in time, we did. Along the way, we discovered our common strengths as heritage professionals, creating meaningful experiences, building places with heart, and forging genuine collaborations.

By the time you read this, our portfolio will have expanded to include Reflections at Bukit Chandu and the Changi Chapel & Museum. These additions mark a strong vote of confidence from the National Heritage Board in the work carried out by HeritageSG, building on the success of the Children's Museum Singapore.

Looking ahead, HeritageSG will continue to strengthen its capabilities and celebrate Singapore's diverse heritage across both public and private institutions. We remain committed to working closely with NHB and our partners to ensure the sector's growth and sustainability in all its forms.

Stay tuned as there is much more to come from HeritageSG in 2025 and beyond.



Dr Jonathan Chang
Chief Executive Officer
HeritageSG





ABOUT HERITAGESG



VISION

We bring heritage to life.

MISSION

A world where every tradition threads through the fabric of tomorrow.

ROLES

Advocates

We represent the interests and aspirations of the heritage community, working to bring out the best of the sector in Singapore and beyond.

Enablers

We foster cooperation and provide support within the heritage ecosystem, helping practitioners, institutions, and communities build capacity and thrive together.

Partners

We strengthen the heritage community through collaborations with government agencies and businesses, and community groups, turning shared ideas into impactful initiatives.



OVERVIEW OF CHARITY

HeritageSG (formerly known as Children's Museum Singapore) is a Public Company Limited by Guarantee, incorporated under the Companies Act on 1 April 1995.

Singapore Unique Entity Number

199502248C

Registered Address*

150 Beach Road
#02-01 Gateway West,
Singapore 178892

*As of 1 September 2025

Bankers

United Overseas Bank Limited
The Development Bank Of Singapore Limited
The Bank Of East Asia Limited
Maybank Singapore Limited

Auditor

Deloitte & Touche LLP

Company Secretaries

Marian Ho Wui Mee
Dentons Rodyk & Davidson LLP

BOARD OF DIRECTORS



Ms Chang Hwee Nee
Chairperson, HeritageSG
CEO, National Heritage Board
(ex-officio)

Date of appointment:
1 August 2024



Ms Yong Zen Yun
General Assurance Leader,
PricewaterhouseCoopers
LLP Singapore

Date of appointment:
1 August 2022
Under Children's Museum
Singapore



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

Date of appointment:
1 August 2024

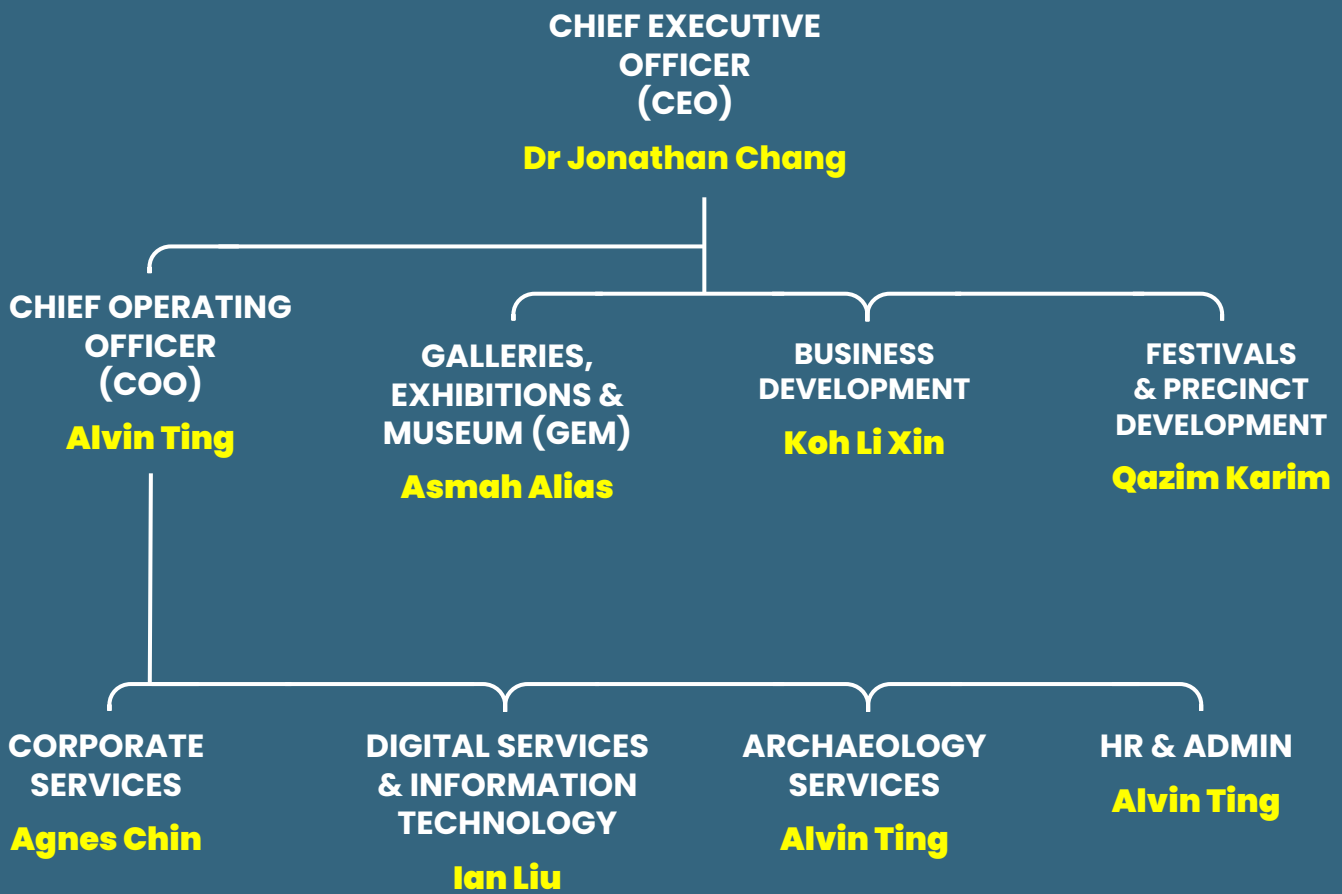


Mrs Joni Ong
Managing Director, Great Place
to Work Institute

Date of appointment:
1 July 2020
Under Children's Museum
Singapore

ORGANISATION CHART

As of March 2025





OUR WORK

GALLERIES, EXHIBITIONS & MUSEUMS

HeritageSG preserves historical artefacts, oral traditions, and architectural landmarks. From capturing personal histories to showcasing national treasures, each of our institutions aims to spark curiosity, captivate, and connect across generations.





Celebrating Heritage Through Play

Children's Museum Singapore champions heritage learning through play, imagination, and child-led experiences. In FY2024, the museum produced a diverse range of exhibitions and programmes that stimulated the imagination of and inspired creativity in more than 212,900 visitors.

Highlights included the launch of Into the Hawkerverse (May 2024 – Q1 2026), an immersive exhibition developed in consultation with children and supported by partners such as the National Environment Agency and Health Promotion Board. The exhibition offered interactive zones like the Play Pot for toddlers and dress-up hawker stations that offered playful encounters with Singapore's hawker culture. In addition, the travelling Hawkerverse exhibition and accompanying storytelling sessions extended the experience into libraries islandwide.



Engaging Families and Communities

Children's Museum Singapore deepened its community engagement through the Start with Wonder programme series, held during the school holidays and Children's Day. These thematic, family-friendly activities included storytelling sessions with partners like the Speak Good English Movement and Singapore Council of Women's Organisations, as well as sensory and craft workshops themed around hawker culture and sustainability. The series reached 1,872 participants, offering playful and meaningful heritage experiences.

As part of its outreach efforts, Children's Museum Singapore launched Hyde Goes to the Museum, an interactive school assembly skit that introduced primary school pupils to the stories of early immigrants and the vibrant history of the Singapore River. These themes are closely tied to the museum's exhibition Into the Hawkerverse, which traces the evolution of hawker culture from its early days when immigrants sold food on the streets near the Singapore River, to the modern-day hawker centres we see today.

"Thank you for bringing back those familiar 60s and 70s sights of the then Singapore river – Samsui women, noodle vendors paddling near the river, and illegal hawkers. It is definitely a past which our students can learn about."

– Teacher from Park View Primary School

Powered by Children, for Children

For the first time, Children's Museum Singapore led Children's Season 2024, rallying 21 other museums and institutions across Singapore under the theme "Innovation." A pioneering Children's Panel of 15 kids aged 8 to 12 co-curated the festival's Signature Programmes and even took on front-of-house duties and post-programme review writing. The festival engaged over 16,000 participants, showcasing interactive performances, the ever-popular stamp booklet activity and fun workshops.

The museum also participated in Singapore HeritageFest 2024 and Singapore Night Festival 2024, bringing heritage and play to iconic sites like the Peranakan Museum and Fort Canning Rise. Over 23,000 participants enjoyed crafts, installations, and performances such as nesting, resting, 1 2 3! and The Tree of Dreams, supported by more than 80 student volunteers.



EXPANDING OUR HERITAGE LANDSCAPE

In FY25, HeritageSG will continue to advance our mission of delivering accessible and meaningful heritage experiences across our institutions.

A key highlight will be the opening of ArCH Square, a new centre focused on Intangible Cultural Heritage and Archaeology. Through a series of displays and community-driven programmes, ArCH Square will offer fresh ways for the public to connect with Singapore's cultural practices and archaeological stories.

The Children's Museum Singapore will deepen their child-led approach through initiatives like Little Ambassadors, empowering young visitors to co-create and engage more actively with heritage.

We will also manage Reflections at Bukit Chandu which tells the story of Singapore's legendary Malay Regiment, and Changi Chapel and Museum which honours the experiences of World War II prisoners-of-war and internees. In the year ahead, our efforts will focus on enhancing engagement and expanding outreach to bring these stories to broader audiences.

Looking forward, HeritageSG remains committed to making heritage relevant, inclusive, and resonant for all, while contributing to wider conversations on culture and memory through international collaboration.

DIGITAL SERVICES & COMMUNICATIONS

We at HeritageSG believe that history should be lived. Our digital innovations blend technology with tradition, enabling heritage to be experienced through immersive journeys. From 3D reconstructions to virtual tours, we make heritage accessible and engaging for all.



DIGITAL SERVICES: DRIVING DIGITAL INNOVATION ACROSS MUSEUMS

In 2024/25, Digital Services supported the full project lifecycle of digital experiences and interactives for five exhibitions across four National Heritage Board museums. Digital Services delivered diverse digital innovations, ranging from LED showcases to virtual reality and generative AI. These projects were driven by a commitment to align every digital touchpoint with curatorial narratives, visitor engagement goals, and robust security practices.

Design Your Own Fukusa Digital Interactive

Peranakan Museum

Exhibition Period: 19 April 2024 to 25 August 2024

A generative AI interactive invites visitors to design personalised textile artworks, displayed on a large LED wall within an exhibition exploring Japanese textiles from the renowned Chris Hall collection.



Into the HawkerVerse

Children's Museum Singapore

Exhibition Period: 25 May 2024 to First Quarter 2026

An interactive, sensory space for children to explore Singapore's hawker culture and food heritage through play, activity, and object-based learning.



Journey into the Pagoda VR Experience

Asian Civilisations Museum

Exhibition Period: 31 May 2024 to 1 June 2025

A virtual reality experience, inspired by a reunited set of 84 hand-carved model pagodas, blends history with a touch of fantasy – taking visitors on an ascent through a pagoda to encounter a mythical creature.



Batik Revealed: What's Your Batik Style?

Peranakan Museum

Exhibition Period: 11 October 2024 to 15 June 2025

A mobile quiz that generates personalised batik mood boards and designs by a commissioned artist, displayed via projection mapping in a stylised batik shop installation.



Play:Date

National Museum of Singapore

Exhibition Period: 5 July 2024 – 5 January 2025

Immersive spaces reconnect visitors to childhood memories through nostalgic toys and interactive arcade-inspired games. Features include an LED tunnel with animated Play:Date characters and a personalised digital avatar, Play:Mate – co-created with local artists and a homegrown toy brand.



Donor (LED) Wall

National Museum of Singapore

A reimagination of a previously static donor wall transforms into an immersive flythrough animation of the construction of the National Museum of Singapore (1884–1887), recognising donor names in a cinematic sequence.



TECHNOLOGY SERVICES: SETTING THE FOUNDATIONS FOR INNOVATION AND GROWTH

From essential hardware and systems to productivity tools, this first year focused on building a strong digital core – embedding compliance, security, and agility in processes to ensure everyone at HeritageSG can deliver on our mission with confidence.

Establishing the Technology Stack

Essential systems – email, file sharing, productivity, and collaboration – were established to enable us to communicate, collaborate, and access information seamlessly, in alignment with IT security policies.

Staff Onboarding and Device Deployment

A structured onboarding process was introduced, alongside the deployment of end-user devices—including laptops, accessories, and office equipment—to equip every staff member for effective work from day one.

Migrating Data Securely

Large volumes of data were migrated smoothly and securely from predecessor systems to new platforms, in compliance with industry data protection standards, ensuring uninterrupted operations.

MARKETING & COMMUNICATIONS

Our marketing and communications initiatives in 2024/25 laid the groundwork for integrated outreach.

HeritageSG Brand Development

In 2024, HeritageSG undertook a comprehensive brand development exercise to articulate our role and identity as Singapore's newest heritage agency. The exercise covered brand discovery and audits, assessing stakeholder perceptions and existing touchpoints, and continued with brand strategy development to define our mission, vision, purpose, and roles. This process informed the creation of a new visual identity, including a logo, colour palette, and design guidelines, which balance modernity with heritage values.

Beyond visual elements, the brand framework also set tone of voice and narrative guidelines, ensuring consistency in how HeritageSG presents itself across communications, partnerships, and public engagements. The brand was piloted across corporate materials and integrated across all our content and digital platforms, establishing a foundation for stronger recognition, credibility, and audience connection.



FORGING PARTNERSHIPS AND LOOKING AHEAD

In 2024/25, Digital Services and Communications focused on forging strategic partnerships and establishing the foundation for a long-term digital heritage vision. To position HeritageSG as a catalyst for sector-wide innovation, key initiatives will include:

- AI-powered audio guides that deliver multilingual, context-rich experiences, increasing accessibility and engagement for diverse audiences.
- Next-generation interactive and 3D display technologies that enable immersive storytelling, bridging heritage and digital innovation.
- Integrated public relations and marketing campaigns to amplify reach and impact, and foster stronger cross-sector collaboration.

These initiatives, including the modernisation of our digital platforms, position Digital Services and Communications as a forward-looking, innovation-driven division that anticipates audience needs and sector trends while supporting both HeritageSG and the National Heritage Board's Heritage Plan 2.0. We look forward to a future of heritage engagement in Singapore and beyond, shaped by creativity and operational rigour.

ARCHAEOLOGY SERVICES

At HeritageSG, archaeology services uncover the stories buried beneath. From excavation to conservation, the work connects fragments of the past with the narratives of today.

The archaeological function transitioned from ISEAS – Yusof Ishak Institute to HeritageSG, strengthening our in-house archaeological expertise. A new artefact storage and processing facility at Tagore Lane was established to support long-term research, conservation, and access.



LAYERS OF DISCOVERY

Through both terrestrial and maritime excavations, Archaeology recovers artefacts that uncover Singapore's past. These items are carefully cleaned, studied, and stored to help future generations better understand and connect with Singapore's heritage. This year, the focus was on processing two major archaeological collections—The Empress Place Terrestrial Excavation, and the Shah Muncher Shipwreck—work that continues to enrich public knowledge of Singapore's maritime and urban past.



A makara figurine from the Shah Muncher, remarkably similar to Singapore's merlion.



The newly set up Artefact Storage and Processing Facility at Tagore Lane

Empress Place Terrestrial Excavation

HeritageSG continues work on the Empress Place excavation, a site that was once the riverbank of a bustling port settlement from the 14th through at least the 16th century. Volunteers assist in cleaning and cataloguing artefacts under professional supervision, and following the move into a dedicated storage and processing facility

in October 2024, photography and database entry of special finds were completed. While artefact analysis is ongoing, these incremental advances have already contributed to a more nuanced understanding of Singapore's premodern urban landscape and continue to inform exhibition development, public talks, and other educational initiatives.



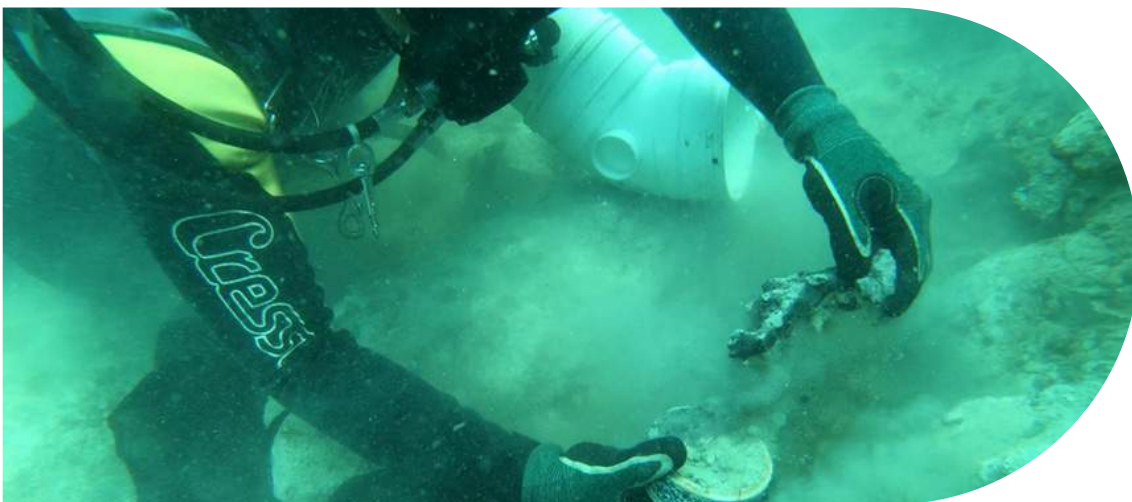
Empress Place excavation in 2015 – ISEAS – Yusof Ishak Institute staff and volunteers carefully dig for artefacts in the premodern sand layer.



Celadon bowl with radial lotus flower petal decoration, EMP 2015.



As part of post-excavation processing, a conservator from the Heritage Conservation Centre, NHB, provided training to volunteers on cleaning the artefacts excavated from Empress Place.



Shah Muncher Shipwreck

The Shah Muncher was shipwrecked in 1796 while voyaging from Canton to Bombay, carrying a substantial cargo of sugar, zinc, porcelain, and piece goods. Many of the piece goods and 4.6 tonnes of ceramics have been recovered and are now housed at the dedicated storage and processing facility. Post-excavation processing has been ongoing since September 2024, supported by volunteers. While analysis continues, the findings to date have been shared through academic talks and sector briefings, laying the groundwork for fresh narratives for Singapore's maritime heritage.



Excavation of the Shah Muncher. Artefacts ranged from fine Chinese ceramics to a 2.5 tonne European anchor.



ADVANCING POST-EXCAVATION AND COLLECTIONS WORK

In the year ahead, post-excavation work will continue on the Empress Place and Shah Muncher sites, with approximately half of the finds processed at each location. Both projects will also deliver a progress report with accompanying datasets, along with a research report.

Maintenance of both terrestrial and maritime archaeological collections will commence in tandem, supported by dedicated progress reporting, reflecting a strengthened focus on the long-term care and documentation of these significant finds.

BUSINESS DEVELOPMENT

HeritageSG believes in the power of collaboration to advance our mission, whether through corporate sponsorships, brand partnerships, philanthropic contributions, or special programmes. Business Development supports both HeritageSG and the National Heritage Board (NHB), strengthening partnerships that not only sustain our own initiatives but also advance NHB's broader mission of preserving and promoting Singapore's heritage as well.



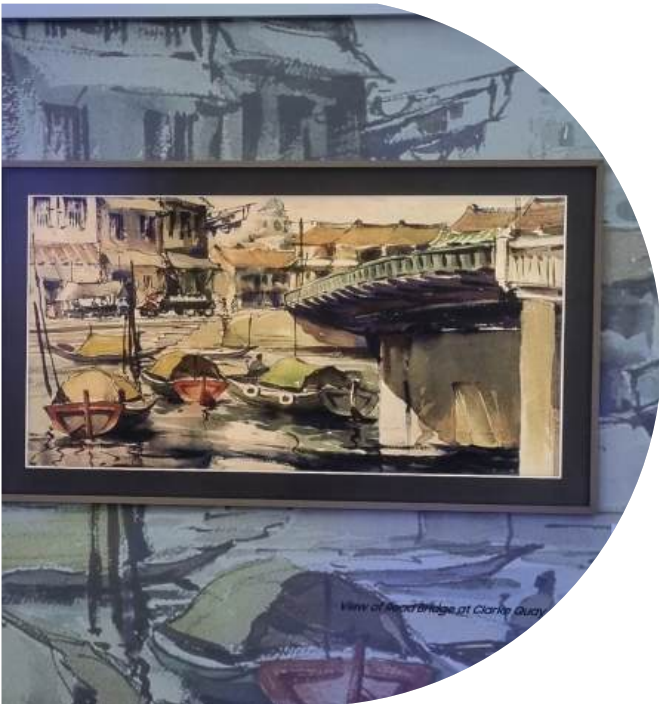
EXPANDING HERITAGE'S REACH

Samsung x Singapore Night Festival: AI Meets Heritage

For the second year, Samsung Electronics Singapore partnered with the Singapore Night Festival. Festivalgoers used the Galaxy Z Series of smartphones to activate AI-powered light artworks across the precinct, including 1950s-inspired installations brought to life with Galaxy AI features. These immersive experiences invited visitors to journey into the past while exploring the creative potential of mobile AI – aligning with Samsung's broader campaign on mobile AI in everyday creativity and communication.



Samsung x Singapore Night Festival: AI Meets Heritage



National Collection on Samsung Frame TVs

Another collaboration with Samsung brought curated artworks from Singapore's National Collection to Samsung Frame TVs, transforming living rooms into galleries. This initiative not only extended cultural access beyond museum walls but also demonstrated how technology and heritage can intersect to enrich daily life.

National Collection on Samsung Frame TVs

Vanda Miss Joaquim on Yeo's Packaging

An illustration of Singapore's national flower, the Vanda Miss Joaquim, was featured on Orchid Chrysanthemum Brew drink packs by Yeo's in a new partnership with the beverage company. The illustration was inspired by objects from the National Collection, dating back to the 1970s. Launched during Singapore HeritageFest and distributed nationwide — including through National Day goodie bags — this everyday touchpoint brought Singapore's botanical and cultural heritage directly into the hands of the public.



Vanda Miss Joaquim on Yeo's Packaging



POHA 2024 at National Museum of Singapore

Patron of the Heritage Awards

The Patron of the Heritage Awards 2024, hosted by HeritageSG on behalf of NHB, recognised donors and supporters who collectively contributed close to \$12 million to heritage causes in 2023 — the highest number of awardees in the last five years. Held at the National Museum of Singapore, the flagship event gathered 180 guests, including philanthropists, corporate sponsors, and senior leaders. Guests enjoyed a private gallery tour, live heritage music, and customised gifts inspired by artefacts in the National Collection. Beyond an evening of appreciation, the event strengthened a shared commitment to preserving and championing heritage through sustained partnerships.



National Collection by Museum MARTKET — SG60 Special Collaborators' Edition

In collaboration with Abry, HeritageSG and the National Heritage Board presented the National Collection by Museum MARTKET, a capsule series reimagining Singapore's cultural heritage through contemporary design. Launched ahead of SG60, this initiative invites creative collaborators to reinterpret artefacts from the National Collection into modern, resonant forms – from textiles and archival photographs to natural history illustrations and Peranakan craft traditions.

Abry blends heritage motifs with innovative design techniques, creating limited-edition pieces that bridge past and present. Beyond commemorating a national milestone, the collaboration offers fresh, daily-life encounters with heritage, inspiring a deeper connection to Singapore's evolving identity.





BUILDING CAPABILITIES FOR SUSTAINABLE GROWTH

Looking ahead, the focus will be on deepening expertise and expanding fundraising tools to support the long-term objectives of HeritageSG and the National Heritage Board.

A key priority is to reframe the donor lifecycle by diversifying the support base through strategic in-kind partnerships and cultivating new engagement pathways with small and medium enterprises (SMEs), thereby broadening the ecosystem of donors and partners.

Concurrently, there are plans to grow the portfolio of offerings to include services such as gallery consultancy, licensing, and bespoke heritage experiences for corporate partners. Capabilities in corporate fundraising and impact-driven storytelling will continue to be enhanced to scale efforts and ensure donors remain at the heart of its mission.



OUR DONORS AND PATRONS

Partner

Mini Environment Services Private Limited

Samsung Electronics Singapore Private Limited

Stellar Ace

Friend

Capitaland Investment Limited

Dp Architects Private Limited

Klook Travel Technology Private Limited

YHS (Singapore) Private Limited

Supporter

Aesop Singapore Private Limited

BreadTalk Group

Perennial Holdings Private Limited

The Capitol Kempinski Hotel Singapore

The LEGO Group

Special Thanks

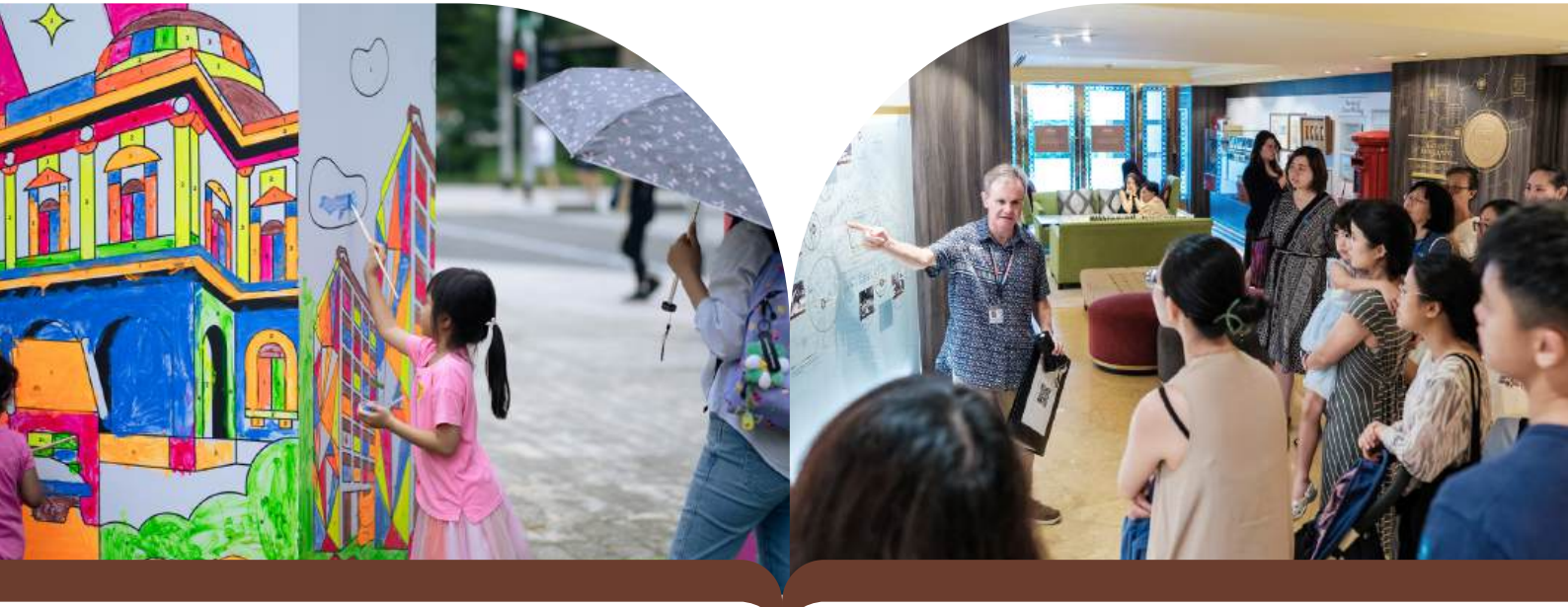
Tote Board

Some donors have requested to remain anonymous.

FESTIVALS & PRECINCT DEVELOPMENT

HeritageSG creates positive social experiences, not just events. Each festival fuses tradition with innovation, transforming spaces where heritage and creativity meet. From large spectacles to tours that explore Singapore's heritage, every experience celebrates the past, present and future.





Singapore HeritageFest 2024:

Built Heritage Comes Alive

Festival Period: 1 May to 26 May 2024

Singapore HeritageFest 2024 celebrated its 21st edition with the theme “Built Heritage,” aligning with the 35th anniversary of Singapore’s national conservation programme. Held from 1 to 26 May, the festival was organised by the National Heritage Board, with support from HeritageSG. It spotlighted lesser-known stories through over 120 programmes co-created with more than 100 partners that attracted more than 1.6 million visitors. Highlights include the HOMEGROUND Experience at the National Museum of Singapore, and Ride & Discover – which transformed MRT stations into exhibition spaces and featured tours by architects.





Singapore Night Festival 2024: Art of Play

Festival Period: 23 August to 7 September 2024

Singapore Night Festival 2024 marked a bold milestone in its 15th edition, transforming the Bras Basah.Bugis precinct into a vibrant playground of light, art and performance over three weekends. With 50 immersive programmes – Singapore Night Festival 2024 featured a highlight experience, night lights, projection mappings and Festival Villages for over 1 million visitors. Supported by Samsung Singapore, Singapore Night Festival continues to be a strategic platform for artistic collaboration and precinct activation, expanding its footprint to new spaces like GR.ID and Bugis Street Art Lane.

Organised by the National Heritage Board, with support from HeritageSG, Singapore Night Festival has grown into the nation's largest nocturnal experience – reflecting Singapore's dynamic cultural landscape while anchoring the creative spirit of the Bras Basah.Bugis precinct.





Placemaking of Bras Basah.Bugis

As part of placemaking efforts for the Bras Basah.Bugis arts and heritage district, a range of projects have been introduced to bring art, culture, and community together.

Murals like Gen XYZ at Bras Basah Complex and Ignition at SCWO by artist Eunice Lim reflect the area's literary, musical, and social history.

Across five key zones in the precinct, 232 bollards were wrapped in designs inspired by Peranakan Museum artefacts to enhance wayfinding and identity.

The Bras Basah.Bugis Block Party in February 2025 brought stakeholders together through interactive activities and networking, while the Craft x Design Workshops at the Peranakan Museum offered hands-on experiences in traditional and contemporary craft practices.



THE YEAR AHEAD

In 2024, the Singapore HeritageFest and Singapore Night Festival were planned and led by the National Heritage Board, with support from HeritageSG. In the upcoming year, both festivals will be fully led and organised by HeritageSG, marking a significant milestone in the agency's expanded role in cultural programming and public engagement.

The 2025 edition of Singapore HeritageFest will take on the theme "Our Living Heritage," spotlighting the everyday traditions, practices, and places that shape Singapore's cultural identity. Meanwhile, Singapore Night Festival returns with the theme "Island Nights" in 2025, transforming the Bras Basah Bugis precinct into a vibrant playground of light, art, and performance inspired by the stories and spirit of island living.



GOVERNANCE & SUSTAINABILITY

BOARD MEETINGS

In Financial Year 2024, a total of three Board meetings were convened following the formal establishment of the Board in August 2024. The following sets out each Board member’s attendance.

Names of Board Members	Attendance
Ms Chang Hwee Nee	100%
Mrs Joni Ong	100%
Mr Gerald Balendran Singham	100%
Ms Yong Zen Yun	100%

POLICIES

Conflict of Interest

HeritageSG has a documented conflict of interest policy that applies to both Board members and staff. All are required to declare any actual or potential conflicts of interest at the start of their term or employment, and thereafter on an annual basis or as the need arises. Board members and staff must comply with this policy, and Board members are required to abstain from and not participate in decision-making on matters where a conflict of interest exists.

Whistle-Blowing Policy

HeritageSG has a whistle-blowing policy in place to provide a clear and confidential channel for Board members, staff, and other stakeholders to report any concerns regarding possible wrongdoing, misconduct, or improprieties in financial or other matters. The policy ensures that such reports are handled objectively and fairly, with appropriate follow-up actions taken where necessary.

FUNDING

The Company receives the following grants and donations in support of its initiatives:

- I. Operating grants from National Heritage Board for its operating expenditures, museum programmes and other projects which are recognised as income over the periods necessary to match the intended costs.
- II. Funds received from Culture Matching Fund for the purposes of operating costs, education programmes, and redevelopment of the Children’s Museum Singapore which will be recognised when the building redevelopment is complete.

ENVIRONMENTAL

We champion environmental stewardship by integrating sustainable practices into our operations and exhibitions.

At Children's Museum Singapore, all lighting – including street and façade lights – has been converted to energy-efficient LED systems. Timers installed across lighting and air-conditioning further reduce energy use, while upgraded Variable Refrigerant Volume (VRV) compressor units for the museum's air-conditioning ensure cooling is delivered more efficiently. A larger, energy-efficient system was introduced for the administrative block to better meet operational needs without unnecessary energy draw.

Beyond infrastructure, our exhibitions team is embracing sustainability in design, with cardboard to be used as a primary material for an upcoming showcase – marking a significant step toward eco-friendly exhibition practices. Together, these initiatives reflect our commitment to reducing our ecological footprint while safeguarding the cultural experience for future generations.



GOVERNANCE

We uphold the highest standards of ethical governance, transparency, and accountability. HeritageSG's policies and practices are guided by integrity and a commitment to public trust, covering areas such as data governance, procurement, finance, and stakeholder engagement. In alignment with the requirements of the Commissioner of Charities, the Inland Revenue Authority of Singapore, and the expectations for Institutions of a Public Character, we continue to strengthen our governance foundations through robust internal controls and risk management frameworks. These safeguards ensure that our mission to celebrate and champion heritage is supported by practices that are responsible, compliant, and aligned with national regulations and sector best practices.

SOCIAL

We co-create inclusive heritage experiences that reflect the diversity of Singapore's communities. We engage with a wide range of audiences – from children and families to seniors and underserved communities – to curate educational programmes, accessible exhibitions, and multilingual digital resources. These efforts foster meaningful connections and lifelong appreciation of heritage.

Inclusive and Meaningful Learning

At Children's Museum Singapore inclusivity and access shape our programming. The museum's first relaxed performance, Superhawker Me, welcomed children of all abilities – including neurodiverse audiences – into a fun, sing-along heritage show. To extend learning beyond the galleries, Museum of Me! play kits were launched in November 2024 and distributed to underserved children, enabling them to explore heritage at home.

Educational outreach continued with over 9,000 students engaged through play-based programmes and focus group discussions. At the National Institute of Early Childhood Development Conference 2024, Children's Museum Singapore shared insights on how museum resources support early childhood development and nurture values of care in multi-racial Singapore.



“The museum play kits were very well-received, and we truly appreciate the effort that went into curating them. The children were excited to bring them home, and it was a lovely way to extend their learning and engagement beyond the museum visit.”

Staff from MSF SSO @ Chua Chua Kang,
Bukit Panjang, Bukit Batok





Building Connections and Capabilities

Children's Museum Singapore strengthened sector-wide capabilities through workshops and collaborations. In partnership with Kandang Kerbau Women's and Children's Hospital, the museum hosted two Inclusivity in Museums workshops for Museum Roundtable members, offering insights into inclusive practices and varied learning needs of visitors. These sessions received enthusiastic feedback and reinforced the sector's commitment to accessibility.

In January 2025, Children's Museum Singapore partnered with the LEGO Group's Social Impact team to host a LEGO Braille Bricks Workshop, attended by professionals across the museum, education, healthcare and social services sectors. The workshop showcased how play can support inclusive learning and inspire cross-sector innovation in accessibility.

Volunteerism remained a cornerstone of Children's Museum Singapore's operations, with dedicated Play Facilitators – including Mr. Ben and Megan Khor (father-daughter team), Ms. Benne Ho, and Ms. Gill Cruikshank – who enriched the museum experience for young visitors.

Together, these initiatives demonstrate HeritageSG's commitment to fostering meaningful connections, building inclusive communities, and nurturing the next generation of heritage lovers.

“Thanks for introducing LEGO braille bricks in such an interesting and engaging way. It certainly allows children to learn through play and the activities are very useful for us to understand how we can use the braille bricks to develop programmes for children.”

– Inclusivity in Museums workshop participant





FINANCIALS

FINANCIAL SUMMARY

Total income: \$647,671*

*Does not include any form of grants

(refer to Note 15 of the audited Financial Statements for breakdown of grants)

Total grant received: \$7,780,592

Total expenditure: \$8,801,308

Major financial transactions^:

- Museum & programme expenses: **\$2,829,902**
- Employee benefits expense: **\$3,606,262**
- General and administrative Expenses: **\$768,032**
- Outreach, publicity & public relations: **\$581,506**

^Financial transactions listed here are not exhaustive.

Refer to page 7 of the audited Financial Statements for full list of financial transactions

Purpose of assets:

With effect from 1 August 2024, the Company's registered name was changed from Children's Museum Singapore to HeritageSG. The principal activities of the Company are those of a charity whose main object is to operate a children's museum in Singapore where children can learn about a wide range of themes including the heritage and culture of Singapore and the region, by playing with interactive and immersive exhibits.

The financial statements of the Company for the year ended 31 March 2025 were authorised for issue by the Board of Directors on 24 July 2025.

Remuneration

The directors do not receive remuneration from the Company. The annual remuneration of the Company's highest paid staff by remuneration bands is as follows:

Remuneration Band	Number of Staff
\$200,001 to \$300,000	1
\$100,000 to \$200,000	7

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

FINANCIAL STATEMENT

HeritageSG
(Formerly known as Children's Museum Singapore)

DIRECTORS' STATEMENT

The directors present their statement together with the audited financial statements of HeritageSG (formerly known as Children's Museum Singapore) (the "Company") for the financial year ended 31 March 2025.

In the opinion of the directors,

- a) the accompanying financial statements set out on pages 6 to 35 are drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and the financial performance, changes in accumulated funds and cash flows of the Company for the financial year ended on that date;
- b) the Company has complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations;
- c) the use of donation monies are in accordance with the objectives of the Company as required under Regulations 11 of the Charities (Institutions of a Public Character) Regulations;
- d) the accounting records required by the Act have been properly kept in accordance with the provision of the Act; and
- e) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

1 DIRECTORS

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

Chang Hwee Nee	(Appointed on 1 August 2024)
Gerald Balendran Singham	(Appointed on 1 August 2024)
Low Suat Tin Joni	
Yong Zen Yun	

2 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

Not applicable as the Company is limited by guarantee.

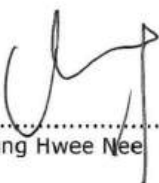
HeritageSG
(Formerly known as Children's Museum Singapore)

DIRECTORS' STATEMENT

3 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS


.....
Chang Hwee Nee


.....
Low Suat Tin Joni

24 July 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

HeritageSG
(Formerly known as Children's Museum Singapore)

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of HeritageSG (formerly known as Children's Museum Singapore) (the "Company"), which comprise the statement of financial position of the Company as at 31 March 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 6 to 35.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Singapore Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2025 and of the financial performance, changes in equity and cash flows of the Company for the year ended on that date.

Basis for Opinion

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

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

Management is responsible for the other information. The other information comprises the Directors' Statement, 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 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

HeritageSG
(Formerly known as Children's Museum Singapore)

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- (a) 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.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

**HeritageSG
(Formerly known as Children's Museum Singapore)**

- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and Regulatory Requirements

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

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

- (a) The Company has 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 Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.


Public Accountants and
Chartered Accountants
Singapore

24 July 2025

HeritageSG
(Formerly known as Children's Museum Singapore)

STATEMENT OF FINANCIAL POSITION
31 March 2025

	<u>Note</u>	<u>2025</u>	<u>2024</u>
		\$	\$
<u>ASSETS</u>			
Current assets			
Cash and short-term deposits	6	7,865,339	10,257,394
Trade and other receivables	7	1,650,117	683,224
Prepayments		108,980	10,139
Assets classified as held for sale	11.2	52,110	550,000
Total current assets		<u>9,676,546</u>	<u>11,500,757</u>
Non-current assets			
Plant and equipment	8	688,667	412,831
Intangible assets	9	68,572	-
Right-of-use assets	10.1	302,965	473,289
Philatelic collections	11.1	297,743	423,194
Financial assets at fair value through profit or loss	12	<u>2,000,363</u>	<u>1,915,092</u>
Total non-current assets		<u>3,358,310</u>	<u>3,224,406</u>
Total assets		<u>13,034,856</u>	<u>14,725,163</u>
<u>LIABILITIES AND EQUITY</u>			
Current liabilities			
Trade and other payables	13	1,793,883	1,264,156
Lease liabilities	10.2	178,091	171,672
Deferred capital grants	14	301,645	359,694
Grants received in advance	15	<u>1,735,682</u>	<u>3,443,275</u>
Total current liabilities		<u>4,009,301</u>	<u>5,238,797</u>
Non-current liability			
Lease liabilities	10.2	<u>131,164</u>	<u>304,201</u>
Equity			
Capital account	16	3,818,043	3,818,043
Heritage capital and other reserves	17	3,523,213	3,523,213
Restricted fund	18	423,400	423,400
Retained earnings		<u>1,129,735</u>	<u>1,417,509</u>
Total equity		<u>8,894,391</u>	<u>9,182,165</u>
Total liabilities and equity		<u>13,034,856</u>	<u>14,725,163</u>

See accompanying notes to financial statements.

HeritageSG
(Formerly known as Children's Museum Singapore)

STATEMENT OF COMPREHENSIVE INCOME
Year ended 31 March 2025

	<u>Note</u>	<u>2025</u>	<u>2024</u>
		\$	\$
Income			
Sales of tickets		261,041	235,780
Sales of souvenirs		26,943	27,345
Rendering of services		138,426	112,023
Donations	20	33,274	36,105
Interest income		184,054	188,963
Sundry income		3,933	9,612
		<u>647,671</u>	<u>609,828</u>
Fair value gain on financial assets at fair value through profit or loss	12	<u>85,271</u>	<u>100,531</u>
Operating expenditure			
Cost of inventories sold		(24,350)	(11,906)
Employee benefits expense	21	(3,606,262)	(2,623,981)
Depreciation of plant and equipment	8	(95,676)	(84,358)
Depreciation of right-of-use assets	10.1	(176,534)	(52,274)
Rental expense		(49,507)	(237,965)
General and administrative expenses		(768,032)	(194,665)
Utilities		(90,471)	(134,604)
Staff training		(7,929)	(7,747)
Museum & program expenses		(2,829,902)	(914,047)
Maintenance and other property expenses		(407,896)	(369,515)
Outreach, publicity and public relations		(581,506)	(101,649)
Loss on disposal of plant and equipment		(10,384)	(970)
Loss on disposal of philatelic collections		(8,133)	(15,801)
Loss on disposal of assets classified as held for sale		(76,271)	-
Provision for impairment of philatelic collection	11.1	(56,327)	-
Philatelic collections written off	11.1	-	(1,500)
Interest expense		(12,128)	(5,094)
		<u>(8,801,308)</u>	<u>(4,756,076)</u>
Deficit before grants		(8,068,366)	(4,045,717)
Grants			
Deferred capital grants amortised	14	36,219	35,326
Operating grants received from:			
- National Heritage Board	15	5,910,290	3,704,511
- Others	15	1,834,083	445,072
		<u>7,780,592</u>	<u>4,184,909</u>
(Deficit)/Surplus before income tax		(287,774)	139,192
Income tax expense	22	<u>-</u>	<u>-</u>
Net (deficit)/surplus, representing total comprehensive income		<u>(287,774)</u>	<u>139,192</u>

See accompanying notes to financial statements.

HeritageSG
(Formerly known as Children's Museum Singapore)

STATEMENT OF CHANGES IN EQUITY
Year ended 31 March 2025

	Capital account (Note 16)	Heritage capital and other reserves (Note 17)	Restricted funds (Note 18)	Retained earnings	Total
	\$	\$	\$	\$	\$
Balance at 1 April 2023	3,818,043	3,523,213	423,400	1,278,317	9,042,973
Net surplus, representing total comprehensive income	-	-	-	139,192	139,192
Balance at 31 March 2024	3,818,043	3,523,213	423,400	1,417,509	9,182,165
Net deficit, representing total comprehensive income	-	-	-	(287,774)	(287,774)
Balance at 31 March 2025	3,818,043	3,523,213	423,400	1,129,735	8,894,391

See accompanying notes to financial statements.

HeritageSG
(Formerly known as Children's Museum Singapore)

STATEMENT OF CASH FLOWS
Year ended 31 March 2025

	2025	2024
	\$	\$
Operating activities		
Deficit before grants	(8,068,366)	(4,045,717)
Adjustments for:		
Fair value gain on financial assets at fair value through profit or loss	(85,271)	(100,531)
Philatelic collections written off	-	1,500
Provision for impairment of philatelic collection	56,327	-
Loss on disposal of Philatelic collections	8,133	15,801
Loss on disposal of assets classified as held for sale	76,271	-
Depreciation of plant and equipment	95,676	84,358
Depreciation of right-of-use assets	176,534	52,274
Loss on disposal of plant and equipment	10,384	970
Interest expense	12,128	5,094
Interest income	(184,054)	(188,963)
Operating cash flows before movements in working capital	(7,902,238)	(4,175,214)
Inventories	-	16,007
Trade and other receivables	(987,723)	2,415,927
Prepayments	(98,841)	(7,641)
Trade and other payables	529,727	633,970
Cash used in operating activities	(8,459,075)	(1,116,951)
Interest paid	(12,128)	(5,094)
Net cash used in operating activities	(8,471,203)	(1,122,045)
Investing activities		
Interest received	184,054	188,963
Purchase of plant and equipment	(381,896)	(407,902)
Purchase of intangible assets	(68,572)	-
Proceeds from disposal of philatelic collections	8,881	-
Proceeds from disposal of assets classified as held for sale	473,729	-
Net cash from (used in) investing activities	216,196	(218,939)
Financing activities		
Repayment of lease liabilities	(172,828)	(49,690)
Grants received	6,035,780	6,142,274
Cash held by holding entity	(68,538)	(63,038)
Net cash from financing activities	5,794,414	6,029,546
Net (decrease) increase in cash and cash equivalents	(2,460,593)	4,688,562
Cash and cash equivalents at beginning of year	8,195,233	3,506,671
Cash and cash equivalents at end of year	5,734,640	8,195,233

See accompanying notes to financial statements.

HeritageSG
(Formerly known as Children's Museum Singapore)

NOTES TO FINANCIAL STATEMENTS
31 March 2025

1 GENERAL INFORMATION

HeritageSG (formerly known as Children's Museum Singapore) (the "Company") is incorporated in Singapore as a company limited by guarantee under the Singapore Companies Act 1967 with its registered office of business and the place of business is at 61 Stamford Road, #02-08 Stamford Court, Singapore 178892. The Company is an Institution of Public Character ("IPC") and registered charity under the Charities Act 1994.

With effect from 1 August 2024, the Company's registered name was changed from Children's Museum Singapore to HeritageSG.

The principal activities of the Company are those of a charity whose main object is to operate a children's museum in Singapore where children can learn about a wide range of themes including the heritage and culture of Singapore and the region, by playing with interactive and immersive exhibits.

The financial statements of the Company for the year ended 31 March 2025 were authorised for issue by the Board of Directors on 24 July 2025.

1.1 Basis of preparation

The financial statements have been prepared on the historical cost basis, except as disclosed in the material accounting policy information, and are drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Singapore Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Financial Reporting Standards in Singapore ("FRSs"). The financial statements are expressed in Singapore dollars ("S\$"), which is also the Company's functional currency.

1.2 Adoption of new and revised standards

In the current year, the Company has applied all the new and revised FRSs that are mandatorily effective for an accounting period that begins on or after 1 April 2024. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

1.3 Standards issued but not effective

At the date of authorisation of these financial statements, the Company has not applied the following FRS pronouncements that have been issued but are not yet effective:

Effective for annual periods beginning on or after 1 January 2026

- Amendments to FRS 109 and 107: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual Improvements to FRSs–Volume 11

Effective for annual periods beginning on or after 1 January 2027

- FRS 118 *Presentation and Disclosure in Financial Statements*

HeritageSG
(Formerly known as Children's Museum Singapore)

NOTES TO FINANCIAL STATEMENTS
31 March 2025

Management anticipates that the adoption of the new or revised FRSs in future periods will not have a material impact on the financial statements of the Company in the period of their initial adoption except for the following:

FRS 118 Presentation and Disclosures in Financial Statements

FRS 118 replaces FRS 1 *Presentation of Financial Statements*, carrying forward many of the requirements in FRS 1 unchanged and complementing them with new requirements. In addition, some FRS 1 paragraphs have been moved to FRS 8 *Accounting Policies, Changes in Accounting Estimates and Errors* and FRS 107 *Financial Instruments: Disclosures*. Furthermore, minor amendments to FRS 7 *Statement of Cash Flows* and FRS 33 *Earnings per Share* have been made.

FRS 118 introduces new requirements to:

- present specified categories and defined subtotals in the statement of income or expenditure.
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements.
- improve aggregation and disaggregation.

An entity is required to apply FRS 118 for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The amendments to FRS 7 and FRS 33, as well as the revised FRS 8 and FRS 107, become effective when an entity applies FRS 118. FRS 118 requires retrospective application with specific transition provisions.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 *Inventories* or value in use in FRS 36 *Impairment of Assets*.

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- (a) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- (b) Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- (c) Level 3 inputs are unobservable inputs for the asset or liability.

HeritageSG
(Formerly known as Children's Museum Singapore)

NOTES TO FINANCIAL STATEMENTS
31 March 2025

2.2 Financial instruments

Financial assets and financial liabilities are recognised in the Company's statement of financial position when the Company becomes a party to the contractual provisions of the instruments.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

Financial assets are initially measured at fair value (except for trade receivables that do not have a significant financing component which are measured at transaction price), net of transaction costs that are directly attributable to the acquisition or issue of financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

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

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Company may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Company may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- the Company may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

HeritageSG
(Formerly known as Children's Museum Singapore)

NOTES TO FINANCIAL STATEMENTS
31 March 2025

Amortised cost and effective interest rate method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired. For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Company recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit-impaired.

Interest income is recognised in profit or loss and is included in the 'Interest income' line item.

NOTES TO FINANCIAL STATEMENTS
31 March 2025

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost are measured at FVTPL. Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Company designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.
- Debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria are classified as at FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency (so called 'accounting mismatch') that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Company has not designated any debt instruments as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset and is included in the 'Fair value gain on financial assets at fair value through profit or loss' line item (Note 12).

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Company always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

HeritageSG
(Formerly known as Children's Museum Singapore)

NOTES TO FINANCIAL STATEMENTS
31 March 2025

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

Irrespective of the outcome of the above assessment, the Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Company has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- the financial instrument has a low risk of default;
- the debtor has a strong capacity to meet its contractual cash flow obligations in the near term; and
- adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the debtor; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Company, in full (without taking into account any collaterals held by the Company).

Irrespective of the above analysis, the Company considers that default has occurred when a financial asset is more than 90 days past due unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

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Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

Write-off policy

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

The measurement of expected credit loss is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate.

Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in income or expenditure.

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Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments are recognised at the proceeds received, net of direct issue costs.

Trade and other payables

Trade and other payables are measured subsequently at amortised cost, using the effective interest method, except for short-term balances when the effect of discounting is immaterial.

Derecognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired.

2.3 Impairment of non-financial assets

Plant and equipment, intangible assets and philatelic collections are tested for impairment whenever there is any objective 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.

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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.

2.4 Revenue recognition

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

Revenue is recognised when the Company 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.

Sales of tickets

Revenue from sales of tickets is recognised at a point in time as income upon the usage of the tickets.

Sales of souvenirs

Revenue from sales of souvenirs is recognised when the goods are delivered to the customer and all performance obligations have been satisfied.

Income from rendering of service

Income from rendering of services which comprise education, public programmes and consultancy, are recognised when the services have been rendered.

Contributions and other sponsorships

Contributions and other sponsorships are recognised as income when the right to receive the contributions and other sponsorships has been established.

Interest income

Interest income is recognised using the effective interest method.

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2.5 Foreign currency transactions and translation

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.

3 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

3.1 Critical judgements in applying the Company's material accounting policies

The critical judgements, apart from those involving estimations reported in Note 3.2, that management has made in the process of applying the Company's material accounting policies and that have the most significant effect on the amounts reported in the financial statements are as follows and further explained in the respective notes:

- Note 11 'Philatelic collections': *Valuation of philatelic collections*

3.2 Key sources of estimation uncertainty

In the prior financial year, there were key assumptions concerning the future and other key sources of estimation uncertainty at the end of the prior reporting period, that may have a significant risk of causing a material adjustment to the carrying amounts of specific assets and liabilities within the current financial year. These were explained in the respective notes:

- Note 15 'Grants received in advance': *Measurement of benefits received in kind*

4 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISKS MANAGEMENT

4.1 Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	2025	2024
	\$	\$
Financial assets at amortised cost	8,052,361	10,798,085
Financial assets at fair value through profit and loss	<u>2,000,363</u>	<u>1,915,092</u>
Financial liabilities at amortised cost	1,793,883	1,264,156
Lease liabilities	<u>309,255</u>	<u>475,873</u>

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4.2 Financial risk management policies and objectives

The Company is exposed to financial risks arising from its operations and the use of financial instruments.

Risk management is carried out under policies and procedures approved by the Board of Directors and these policies and procedures are set out in the financial statements of the holding company. The primary objective in the management of the Company's funds is to ensure that it maintains a strong and healthy level of reserves and working fund in order to support its activities.

4.2.1 Credit risk management

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

The Company's credit risk is primarily attributable to its trade and other receivables. For other financial assets (including cash at bank), the Company minimises credit risk by dealing exclusively with high credit rating counterparties. 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 Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Company trades only with recognised and creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. 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 Company 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.

The Company 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.

To assess whether there is a significant increase in credit risk, the Company 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 Company considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Internal credit rating;
- External credit rating; and
- Actual or expected adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower'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.

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

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

The Company categorises a 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 no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Company. Where loans and receivables have been written off, the Company continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

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

Trade receivables

The Company provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Company's historical observed default rates analysed in accordance to days past due. The Company measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

Financial assets that are neither past due nor impaired

Cash and cash equivalents are placed with financial institutions which are regulated.

4.2.2 Liquidity risk management

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

There is minimal liquidity risk as the Company maintains an adequate level of highly liquid assets in the form of cash and cash equivalents.

All financial liabilities as at the respective financial year ends are repayable on demand or due within 1 year from end of the reporting period and are non-interest bearing, except for non-current lease liabilities.

4.2.3 Foreign currency risk

The Company is not exposed to foreign currency risks as transactions are primarily denominated in Singapore dollar.

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4.2.4 Interest rate risk

The Company is not exposed to significant interest rate risk.

No sensitivity analysis is prepared as the Company does not expect any material effect on the Company's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the reporting period.

4.3 Fair value of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities reported in the statement of financial position approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

4.4 Capital management policies and objectives

The Company manages its capital to ensure that it will be able to continue as a going concern. The capital structure of the Company consists of accumulated funds. The Company's overall strategy remains unchanged from the previous financial year.

5 HOLDING COMPANY AND RELATED COMPANIES

The Company is a wholly-owned subsidiary of the National Heritage Board (NHB), subjected to the control of its supervisory ministry, Ministry of Culture, Community and Youth (MCCY). Each member of the Company has undertaken to contribute such amounts not exceeding \$1 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company.

The management team is headed by the Chief Executive Officer who reports to the Chairman and the Board of Directors. The HeritageSG (formerly known as Children's Museum Singapore) Board of Directors comprises 4 board members drawn from the public and private sectors.

Some of the Company's transactions and arrangements are between members of the Group and the effect of these on the basis determined between the parties are reflected in these financial statements. The intercompany balances are unsecured, repayable on demand and interest-free unless otherwise stated.

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:

	2025	2024
	\$	\$
Recharge of operating expenses from immediate holding company	1,490,592	709,424

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Compensation of directors and key management personnel

There is no directors' remuneration incurred by the Company for the financial years ended 2025 and 2024.

The remuneration of other members of key management during the year is as follows:

	2025	2024
	\$	\$
Wages and salaries	262,530	-
Employer's contribution to Central Provident Fund	20,041	-
	<u>282,571</u>	<u>-</u>

6 CASH AND SHORT-TERM DEPOSITS

	2025	2024
	\$	\$
Cash at bank and on hand	2,885,235	4,543,901
Fixed deposits with banks	2,849,405	3,651,332
Cash held by holding entity	<u>2,130,699</u>	<u>2,062,161</u>
Cash and short-term deposits	<u>7,865,339</u>	<u>10,257,394</u>

Cash and short-term deposits include funds received from the Culture Matching Fund for the specific purpose of redevelopment of the HeritageSG (formerly known as Children's Museum Singapore) that are maintained in a designated bank account.

The fixed deposits bear an average interest rate of 3.38% (2024 : 3.68%) per annum and have varying maturity periods of between 3 to 12 months (2024 : 3 to 12 months).

For the purpose of the cash flow statement, cash and cash equivalents comprises the following at the end of the reporting period:

	2025	2024
	\$	\$
Cash and short-term deposits	7,865,339	10,257,394
Less: Cash held by holding entity	<u>(2,130,699)</u>	<u>(2,062,161)</u>
Cash and cash equivalents	<u>5,734,640</u>	<u>8,195,233</u>

Cash and deposits held by holding entity relates to the cash and deposits relating to operating grants and the CMSG Fund (formerly known as the Philatelic Fund) held by the holding entity on behalf of the Company.

Material accounting policy information

Cash and cash equivalents comprise cash and bank balances and demand deposits that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

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7 TRADE AND OTHER RECEIVABLES

	2025	2024
	\$	\$
Trade receivables from third parties	22,383	20,349
Deposits	65,850	25,160
Other receivables	94,908	495,182
Other receivables from immediate holding company	3,881	-
Total financial assets carried at amortised cost	187,022	540,691
Government grant receivables from immediate holding company	1,463,095	118,997
Net GST receivables	-	23,536
	<u>1,650,117</u>	<u>683,224</u>

Trade receivables

Trade receivables are non-interest bearing and are generally on 30 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Loss allowance for trade receivables is measured at an amount equal to lifetime expected credit losses (ECL). The ECL on trade receivables are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate. A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

Management considered that the ECL per trade and other receivables is insignificant as at 31 March 2025.

Other receivables

Other receivables are non-trade, unsecured, non-interest bearing and repayable on demand.

In 2024, other receivables include proceeds of \$403,426 to be received from the sale of the Philatelic collections, and are non-trade, unsecured, non-interest bearing and repayable on demand.

For the purpose of impairment assessment, other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL.

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case. Management determines other receivables is subject to immaterial credit loss.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

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8 PLANT AND EQUIPMENT

	Audio visual equipment	Plant and machinery	Furniture, fittings and office equipment	Computer hardware	Total
	\$	\$	\$	\$	\$
Cost:					
At 1 April 2023	-	60,333	621,576	93,677	775,586
Additions	-	-	407,902	-	407,902
Disposal	-	-	(375,422)	(23,417)	(398,839)
At 31 March 2024	-	60,333	654,056	70,260	784,649
Additions	111,524	9,000	261,372	-	381,896
Disposal	-	-	(13,580)	-	(13,580)
At 31 March 2025	111,524	69,333	901,848	70,260	1,152,965
Accumulated depreciation:					
At 1 April 2023	-	60,333	579,831	45,165	685,329
Depreciation	-	-	46,533	37,825	84,358
Disposal	-	-	(374,452)	(23,417)	(397,869)
At 31 March 2024	-	60,333	251,912	59,573	371,818
Depreciation	11,152	600	77,402	6,522	95,676
Disposal	-	-	(3,196)	-	(3,196)
At 31 March 2025	11,152	60,933	326,118	66,095	464,298
Carrying amount:					
At 31 March 2025	100,372	8,400	575,730	4,165	688,667
At 31 March 2024	-	-	402,144	10,687	412,831

Material accounting policy information

Plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is calculated using the straight-line basis over their estimated useful lives as follows:

Audio visual equipment	-	5 years
Plant and machinery	-	5 to 8 years
Furniture, fittings and office equipment	-	5 years
Computer hardware	-	3 years

The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, estimated useful lives and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

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9 INTANGIBLE ASSETS

	Computer software under development
	\$
Cost:	
At 1 April 2023 and 31 March 2024	-
Additions	68,572
At 31 March 2025	68,572
Carrying amount:	
At 31 March 2025	68,572
At 31 March 2024	-

Material accounting policy information

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

The amortisation period for Computer software is 3 years.

Assets under development included in computer software are not depreciated as these assets are not yet available for use.

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10 LEASES

10.1 Right-of-use assets

	Office space	Office equipment	Total
	\$	\$	\$
Cost:			
At 1 April 2023	-	-	-
Additions	525,563	-	525,563
At 31 March 2024	525,563	-	525,563
Additions	-	6,210	6,210
At 31 March 2025	525,563	6,210	531,773
Accumulated depreciation:			
At 1 April 2023	-	-	-
Depreciation	52,274	-	52,274
At 31 March 2024	52,274	-	52,274
Depreciation	175,292	1,242	176,534
At 31 March 2025	227,566	1,242	228,808
Carrying amount:			
At 31 March 2025	297,997	4,968	302,965
At 31 March 2024	473,289	-	473,289

The Company leases office space and office equipment. The lease terms ranges from 3 to 5 years (2024 : 3 years).

10.2 Lease liabilities

	2025	2024
	\$	\$
Maturity analysis:		
Within one year	184,956	183,600
Within two to five years	132,884	312,416
	317,840	496,016
Less: Unearned interest	(8,585)	(20,143)
	309,255	475,873
Analysed as:		
Current	178,091	171,672
Non-current	131,164	304,201
	309,255	475,873

The Company does not face a significant liquidity risk with regard to its lease liabilities.

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Reconciliation of liabilities arising from financing activities

The table below details changes in the Company's liability arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Company's statement of cash flows as cash flows from financing activities.

	2025	2024
	\$	\$
At beginning of the year	475,873	-
Additions	6,210	525,563
Repayment	(172,828)	(49,690)
At end of the year	309,255	475,873

Material accounting policy information

The Company assesses whether a contract is or contains a lease, at inception of the contract. A right-of-use asset and a corresponding lease liability are recognised with respect to all lease arrangements, except for short-term leases (those with a lease term of 12 months or less) and leases of low value assets. For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

The incremental borrowing rate depends on the term, currency and start date of the lease, and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment.

Lease payments included in the measurement of the Company's lease liabilities comprise mainly of fixed lease payments over the lease terms.

A right-of-use asset is initially measured at cost comprising the initial lease liability, any lease payments made at or before the commencement date (less any lease incentives received), any initial direct costs and any restoration costs. The right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. The right-of-use assets are depreciated over the lease terms commencing from the date of the lease, and are tested for impairment whenever there is any objective evidence or indication that the assets may be impaired. The Company has assessed that there is no indication of impairment for its right-of-use assets.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. Lease liability is remeasured by discounting the revised lease payments using a revised discount rate when there is a change in the lease term upon exercising extension options not previously included in the determination of the lease term. A corresponding adjustment is made to the related right-of-use asset.

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11 PHILATELIC COLLECTIONS

11.1 Philatelic collections

	2025	2024
	\$	\$
At cost:		
At beginning of the year	423,194	1,393,921
Write off of philatelic collections	-	(1,500)
Disposals	(17,014)	(419,227)
Reclassified as held for sale (Note 11.2)	(60,500)	(550,000)
	345,680	423,194
Less: Provision for impairment of philatelic collections	(47,937)	-
At end of the year	297,743	423,194

Movement in provision for impairment of philatelic collections:

	2025	2024
	\$	\$
At beginning of the year	-	-
Provision for impairment	56,327	-
Reclassified as held for sale (Note 11.2)	(8,390)	-
At end of the year	(47,937)	-

Material accounting policy information

Philatelic collections, comprising stamps and artworks purchased by the Company are measure at cost, less impairment losses, if any. Philatelic collections received by the Company as donations are recognised at the valuation determined by independent professional valuers at the time of receipt of the collection, less impairment losses, if any.

The philatelic collections are held in perpetuity with an indefinite economic lifespan and is not subject to depreciation.

Critical judgements in applying the Company's material accounting policies

Valuation of philatelic collections

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

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11.2 Assets classified as held for sale

In 2025, the board of directors resolved to dispose of part of the philatelic collections amounting to \$52,110 (2024 : \$550,000). The assets attributable to the philatelic collections, which are expected to be sold within 12 months, have been classified as held for sale and presented separately in the statement of financial position. The movement for assets classified as held for sale is as follows:

	2025	2024
	\$	\$
At beginning of the year	550,000	-
Disposals	(550,000)	-
Reclassified from philatelic collections (Note 11.1)	52,110	550,000
At end of the year	52,110	550,000

The proceeds of disposal are expected to exceed the carrying amount of the related assets and accordingly no impairment loss has been recognised on the classification of this assets as held for sale.

Material accounting policy information

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is met only when the sale is highly probable, the asset is available for immediate sale in its present condition and the sale is expected to occur within one year from the date of classification.

12 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS

	2025	2024
	\$	\$
Held-for-trading financial assets at fair value		
- Quoted investment fund	2,000,363	1,915,092

Movement in financial assets at fair value through profit or loss:

	2025	2024
	\$	\$
At beginning of the year	1,915,092	1,814,561
Fair value changes during the year	85,271	100,531
At end of the year	2,000,363	1,915,092

The quoted investment fund is categorised as Level 2 of the fair value hierarchy and is measured based on valuation provided by the professional fund manager.

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The quoted investment fund is part of the CMSG Fund held by the holding entity on behalf of the Company. The investment fund is in a diversified portfolio of various asset classes managed by a professional fund manager awarded by Accountant-General's Department ("AGD") under the Demand Aggregation IV Scheme.

The investment fund offers the Company the opportunity for return through fair value gains. The fund has no fixed maturity or coupon rate.

13 TRADE AND OTHER PAYABLES

	2025	2024
	\$	\$
Trade payables to third parties	66,108	99,521
Trade payables to immediate holding company	409,195	83,414
Accruals for operating expenses	767,272	454,350
Accruals for operating expenses with immediate holding company	292,717	554,237
Other payables	258,591	72,634
Total financial liabilities carried at amortised cost	<u>1,793,883</u>	<u>1,264,156</u>

Trade payables to third parties and immediate holding company are non-interest bearing and are normally settled on 30 to 60 days (2024 : 30 to 60) days' terms.

14 DEFERRED CAPITAL GRANTS

	2025	2024
	\$	\$
At beginning of the year	359,694	400,020
Return of capital grants to NHB	(20,830)	-
Amortisation of deferred capital grants:		
- Depreciation of plant and equipment	(36,219)	(35,306)
- Adjustment	-	(20)
Others	(1,000)	(5,000)
At end of the year	<u>301,645</u>	<u>359,694</u>

Capital grants received from NHB are for the specific purpose of redevelopment of the fitout works to the ancillary block offices to Children's Museum Singapore.

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15 GRANTS RECEIVED IN ADVANCE

	2025	2024
	\$	\$
At beginning of the year	3,443,275	1,445,584
Grants received during the year:		
- NHB ⁽ⁱⁱⁱ⁾	5,818,250	5,515,381
- President's Challenge ⁽ⁱ⁾	-	232,418
- Cultural Matching Fund ⁽ⁱⁱ⁾	64,530	300,000
- Others	154,000	99,475
	6,036,780	6,147,274
Transfer to the statement of comprehensive income:		
- Grants received from NHB	(5,910,290)	(3,704,511)
- Grants received from President's Challenge	(177,908)	(54,510)
- Grants received from Cultural Matching Fund	(1,437,019)	(373,095)
- Others	(219,156)	(17,467)
	(7,744,373)	(4,149,583)
At end of the year	1,735,682	3,443,275

- (i) In 2024, grants received from the President's Challenge are channelled to design the Children's Museum Singapore to be an accessible space for children with special needs and to fund free programmes for families from low-income group with children 12 years and below.
- (ii) In 2024, funds received from the Cultural Matching Fund is for the specific purpose of refurbishment of Children's Museum Singapore. The refurbishment has been completed, and the grant income has been recognised.
- (iii) In 2024, grants received from NHB include the lease of Children's Museum Singapore at a nominal rental amount. In relation to the lease, the grant income recognised is based on the annual value of the building assessed by the Inland Revenue Authority of Singapore, which approximate the fair value.

Material accounting policy information

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

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Grants are recognised as income on a systematic basis over the periods necessary to match the intended costs for which the grant is intended to compensate. Grants which are received but not utilised yet for approved purposes as stipulated by grantors are included in the grants received in advanced account.

Key sources of estimation uncertainty

Measurement of benefits received in kind

In 2024, the Company recognises benefits in kind pertaining to the use of the land on which the Children's Museum Singapore resides on a rent-free basis. The amount of lease payments is determined by the Company based on the annual value used by the Inland Revenue Authority of Singapore for computation of property tax. There is no impact on the Company's surplus but the amount recorded as income and expense for the financial year would differ if the Company utilised a different basis for the estimate.

16 CAPITAL ACCOUNT

	2025	2024
	\$	\$
At beginning and end of the year	3,818,043	3,818,043

Capital accounts consists of funds drawn down from the CMSG Fund, which is a trust fund managed by the NHB.

The Company is limited by guarantee whereby the members of the Company undertake to meet the debts and liabilities of the Company, in the event of its liquidation, to an amount not exceeding \$1.

As at 31 March 2025, the Company has 3 (2024 : 2) members.

Material accounting policy information

Transfers from the CMSG Fund are treated as capital in nature and classified as equity.

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17 HERITAGE CAPITAL AND OTHER RESERVES

	2025	2024
	\$	\$
Heritage capital reserve		
<i>Donated philatelic collections</i>		
At beginning and end of the year	252,940	252,940
Other reserve		
<i>Contribution from Infocomm Development Authority of Singapore</i>		
At beginning and end of the year	3,270,273	3,270,273
Total heritage capital and other reserves	3,523,213	3,523,213

Heritage capital reserve comprises donations of philatelic collections or grants and contributions utilised for the purchase of heritage philatelic materials.

Other reserve comprises contributions from the Infocomm Development Authority of Singapore (IDA), now reconstituted as Infocomm Media Development Authority (IMDA), as a member from 1995 to 2000.

18 RESTRICTED FUND

Restricted fund comprises proceeds from a fund-raising activity for specific purpose for which there are restrictions on the Company in relation to the application of these funds. These proceeds are intended for the future development of the museum.

19 RESERVES MANAGEMENT

The Company 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 Retained earnings 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.

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20 DONATIONS

The total tax-deductible donations received for the year ended 31 March 2025 amounted to \$9,835 (2024 : \$36,105) and the total non-tax-deductible donations received for the year ended 31 March 2025 amounted to \$23,439 (2024 : \$Nil).

Material accounting policy information

Donations

Donations, whether of cash or assets, are recognised as income in the period they are received or receivable when the Company 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 Company. 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 Company'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.

21 EMPLOYEE BENEFITS EXPENSE

	2025	2024
	\$	\$
Wages and salaries	3,229,238	2,370,991
Employer's contribution to Central Provident Fund	377,024	252,990
	<u>3,606,262</u>	<u>2,623,981</u>

Material accounting policy information

Defined contribution plans

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

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.

22 INCOME TAX EXPENSE

The Company is a registered charity under the Charities Act 1994 and is exempt from income tax.

