



ANNUAL REPORT 2020

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A Message From Our CEO And Board Of Directors

We live in times of rapid change. The past year has been unprecedented in the way the pandemic has overtaken the world and upended the way we live and work. Jobs made redundant, a disintegration of social networks, a change in how students learn, all of which can threaten families and the children who are most vulnerable. Yet the giving in 2020 has shown that we live in an age of unstinting generosity. When underserved youth and children in the community struggle, compassionate people like you stand beside them in their darkest hours.

For the past seven years, TRCL has been closely involved with children and the arts. We have equipped youth with access to an arts education that spans music to theatre to tech+art. As a charity arts organisation with a vision to impart knowledge and skills, TRCL has journeyed alongside its beneficiaries and watched them grow in the field of the arts and entertainment.

2020 saw much upheaval in the way people lived, learned, worked, socialised. The way in which society drew to a halt during the six weeks of the Circuit Breaker will not be easily forgotten. When home-based learning was imposed, we observed a lack among vulnerable communities; there was a digital divide that disrupted the ways our young were being educated. We are happy to have launched a new fund, *#Engage*, which planned and executed a host of online classes in the arts to keep our vulnerable young engaged during this period. *#Engage* continues to impact underserved children and equip them with resource to cope as the current situation persists well past 2020.

As a company, TRCL responded decisively to the new restrictions by adapting and pivoting our arts training online, paving the way for our young to continue their training through digital workshops, performances and exhibitions. Now in our seventh year, we have transformed the way we work and communicate as a charity, both internally and with you, our donors, partners, and supporters.

Thanks to you, TRCL has been able to continue to help our young bridge the digital divide and give our beneficiaries exposure to artistic expression which have, in turn, helped them find their passion and purpose in navigating the rocky shoals of childhood and adolescence.

Together, we are pioneering a roadmap to guide our young in an increasingly complex world of unpredictability. At the same time, we are helping to strengthen families with children who are resilient and resourceful, able to exhibit leadership skills to build a bright future for themselves.

Many dedicated partners and supporters like you have helped TRCL impact communities for good. We celebrate the incredible progress we have made in helping to transform young lives through an education in the arts. Thank you for everything you have done to move us forward toward an inclusive world served by the leaders of tomorrow.

Colin Goh
CEO, TRCL

TRCL Board of Directors

Our Vision

We believe in supporting the intent of any individual keen to be part of the arts, culture, and creative industries. We serve to empower young people and connect communities through the arts.

Board Of Directors

Chairman



Jennie Chua

Vanguard Healthcare Pte Ltd /
Singapore Non-Resident Ambassador to Spain

Deputy
Chairman



Alvin Tay

Advisor to The Business Times
Budding Artists Fund

Members



Genii Koh

Former Marketing VP
of a Global Corporation



Lim Yeong Seng

Director & Managing Partner
Kong Lim & Partners LLP



Kelvin Tan

Partner
Drew & Napier LLC



Pius Tan

Retired Partner of International
Accounting Firm



Wong Wei Kong

Editor
The Business Times
Singapore Press Holdings Ltd

Ex-officio
Member



Colin Goh

Chief Executive Officer
TRCL

TRCL's purpose rests on three pillars which define why we exist. We impart, create, and build with the belief that an education in the arts can transform young lives.



Impart

to Transform Lives

Every child should have the opportunity to pursue the arts regardless of personal circumstances. We help children and youth to pursue the arts through progressive and sustained training in Music, Dance, Theatre, Visual Arts and Tech+Art. Our training programmes are dedicated to children ages six to 12 at The Little Arts Academy (LAA). Youth from 13 to 19 years train as part of 10 Square Youth at 10 Square@Orchard Central.

Create

Content to Enrich, Synergy to Enhance

Fundraisers, youth theatre productions, themed festivals, music and artistic collaborations. Whether it is an original song, dance, festival or exhibition which partner creatives and our local community, our beneficiaries love developing narratives and life stories which inspire and lift the human spirit.

Build

Community

We create and manage spaces that embody the needs and aspirations of our communities – the Children, the Youth, Arts and Culture, Creatives, and the Enterprising. Our spaces include 10 Square@Orchard Central, and The Little Arts Academy North Campus I and II at Northpoint, Yishun.

Impart

To Transform Lives Through Knowledge & Skills

Through a holistic arts programme funded by BT BAF, the next generation learns creative expression, develops social competencies and forges a growth mindset. They acquire foundations in painting, hip-hop and contemporary dance, learning a musical instrument, digital literacy and entrepreneurial skills. Their emotional and mental well-being is nurtured through a community of dedicated trainers and school administrators.

The Business Times Budding Artists Fund

No child, regardless of personal circumstances, should be denied the opportunity to pursue the arts

The Business Times Budding Artists Fund (BT BAF) was founded on the belief that the arts play an important role in the development of character – especially that of cultivating social and emotional competencies in the young. The fund seeks to make the arts accessible for children and youths from financially disadvantaged backgrounds. The fund is, and has been, instrumental in providing them with opportunities to discover their talents and pursue their passion.

To date, more than 20,000 children and youths have benefited from a variety of arts programmes supported by BT BAF since its inception in 2004. Our beneficiaries gain exposure to the arts through workshops and structured lessons in Music, Dance, Theatre, Visual Arts, and Tech+Art at The Little Arts Academy and 10 Square Youth.



Our Academies

Through the two academies, LAA and 10 Square Youth, BT BAF is able to impart various skills, qualities and characteristics in our beneficiaries.

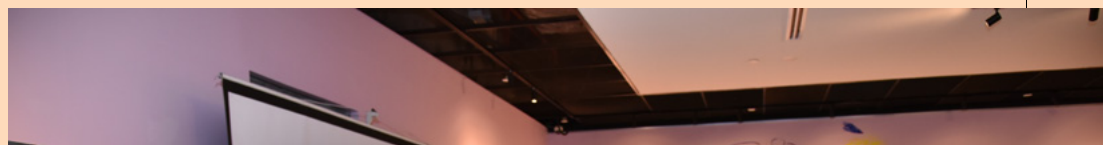
Other than the training and building of skills through the different genres of the arts, our beneficiaries also learn important social competencies which help them later on in life.

Our trainers play key roles in the lives of the students, imparting not only their knowledge through classes, but also provide encouragement and support for the students. Our trainers actively connected with the young, providing some comfort and company during the Circuit Breaker, a trying time for many who found themselves without social support.



While training at the two academies, our children and youth not only get to explore their own talents and pursue their passions, but also get to put those skills to good use. Our various partners and donors have provided our children with the chance to showcase their talents on a larger stage, an opportunity they might not otherwise have had if not for the support of the Fund.

Through the Fund, our beneficiaries are given opportunities to learn to express themselves through music, dance, theatre, visual art and digital art and technology. The team, the trainers and the many supporters of the work we do have formed a community which has helped each child cope in their darkest hours.



The Little Arts Academy

The Little Arts Academy (LAA) located in Northpoint City offers our BT BAF children numerous multi-disciplinary art exposure opportunities over the course of two years.

Art of Play This is a six-month introductory course for BT BAF beneficiaries to explore basic aspects of dance, music, theatre, visual arts, and tech+art. It places a strong emphasis on nurturing a child's interest in the arts and encourages them to experiment and explore with different art genres.

Foundation is an 18-month course and a continuation of *Art of Play*. The children will specialise in an arts genre based on their interest and recommendations from their trainers.

The *Foundation* course is developed for children to acquire technical skills in the genre of their choosing. Children who learn a genre with accreditation such as keyboards, theatre and guitar work towards a basic graded examination. Our children are also provided an opportunity to perform in public to build stage confidence, showmanship, and eloquence. Specialised classes are offered for theatre, keyboard, guitar, urban dance, show choir, percussion, visual arts, and tech+art.

Beneficiaries who graduate from the *Foundation* course will continue to more advanced lessons in their respective disciplines based on their performance and recommendations from their trainers.

10 Square Youth

Our youth academy is where beneficiaries from 13 to 19 years develop skills in the five arts genres. Our two-year curriculum enables budding artists in the performing arts to grow in confidence and in their ability to engage an audience and present themselves professionally as arts practitioners if they are keen to pursue a career in the arts. Students in visual art and art+tech are given the opportunity to exhibit their work both online and in physical spaces.

10 Square Youth is located at 10 Square@Orchard Central, a space designed as a catalyst for young people. Here, they have the space and freedom to generate creative ideas and be inspired to go beyond their limits.



Highlights of Our Projects and Productions

Mini Monet

Mini Monet is an advanced visual arts programme at LAA, supported by UOB. Every year, an exhibition is held for the students in this programme to showcase the works which they have done.

Together with other programming in 2020, the Mini Monet Arts Exhibition went virtual. Through the use of a virtual gallery, works were displayed for public viewing. The exhibition was themed *Now You See It...*, alluding to the multiple layers of meaning that could be hidden in a piece of art.

2021 Calendar and HongBao Project

Visions of a new world emerging from the pandemic seen through the eyes of our children was the theme of Citi's 2021 calendar project *World Reimagined — What's Next*. These included paintings of families maintaining close ties through virtual meet-ups, banks helping clients perform banking transactions virtually. These paintings became the images on Citi's

annual calendar given to its staff. The works even had accompanying QR codes which transformed the two-dimensional images into immersive 360-degree environments.

Elise's Magical Garden

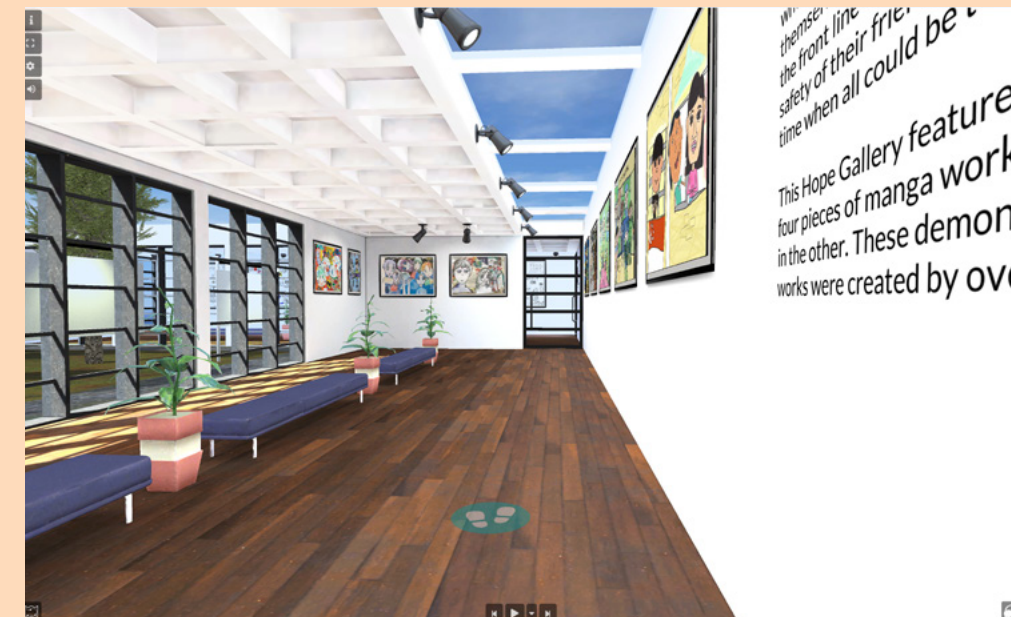
Year-End Production Dec 2020

Elise's Magical Garden was a colourful adaptation of Lewis Carroll's classic, *Alice in Wonderland*. The production was a collaborative effort between students from LAA and 10 square Youth, and pulled together children and youth from all the different tracks to create this magical performance. The 12th anniversary video production by LAA beneficiaries was shot entirely at CAVE, the technology studio at North Campus II, Northpoint, Yishun. The production, involving more than 70 beneficiaries, was filmed using green screen. It was the first on many fronts for beneficiaries from LAA and 10 Square Youth. It was the first production filmed in a studio and incorporated specially created scenes by students. The video was broadcast live on Facebook and YouTube.

#ENGAGE Initiative

Your Creative Self : Our Virtual Space : A Better Tomorrow

Barely two weeks into the Circuit Breaker, we launched #Engage to keep vulnerable children and youth engaged during the full Home-Based Learning (HBL) period. Initially targeted to serve beneficiaries of BT BAF, #Engage reached out even further by partnering with the Ministry of Education and extending its programmes to include students who needed to return to school during the CB. With support from the Jiangsu Association and Sea Limited, #Engage was able to include students who did not have digital resources at home and those who required face-to-face support and guidance from their teachers.



#Engage 2.0

An Online Arts Festival

The partnership subsequently evolved to take the form of an online arts festival with #Engage 2.0. This took place in end-June, during the extended Circuit Breaker (and also school holidays), with the then Second Minister for Education, Ms Indranee Rajah as guest of honour for the online launch. The programme served close to 1,000 students from 36 schools.

All #Engage2.0 training and workshop sessions were conducted online. For students who attended the sessions at school, snacks were provided to encourage them during this challenging period. Working together in small groups, students chose how they wanted to create their works from visual arts (doodle, manga, caricature), dance (K-Pop and Hip-Hop) or vocals. For those who chose a performing artform, they worked together to create a performance of between two and three minutes in length.

#Engage 2.0 was a celebration of creativity, imagination and a reflection of the challenging season. The online arts festival demonstrated the capabilities of our young in coping and looking ahead with hope, gratitude and resilience to help each other through difficult times.

Impart

To Transform Lives Through The Joy Of Giving Back

Our academies also impart to the young in our care a spirit of giving back to the community. Beneficiaries are often given the opportunity to experience the joy and deep satisfaction derived from acts of giving back. This is especially true when they give back to others in less fortunate circumstances by doing what they love, and by using their passion and talents.



At Home

BT BAF Painting Auction

In February 2021, paintings done by our beneficiaries were auctioned to the public to raise funds for the BT BAF on a specially-developed auction site on the TRCL website. Through fundraising platforms like these, our young gained insight into how their artworks can play a part in benefitting the wider community.

Community Give-Back Programme

A strong character with good leadership skills and initiative is highly valued when a young person seeks employment opportunities. In our *Community Give-Back Programme*, supported by Certis, we teach our youth how to impact the community by giving back in constructive ways so that those coming after them can benefit.

Our beneficiaries took on roles as student facilitators at several children's welfare organisations teaching young children creative skills using traditional art-and-craft materials alongside animation apps on mobile devices.



In The Region

ChildAid Asia Virtual Christmas Concert: Spirit of Giving

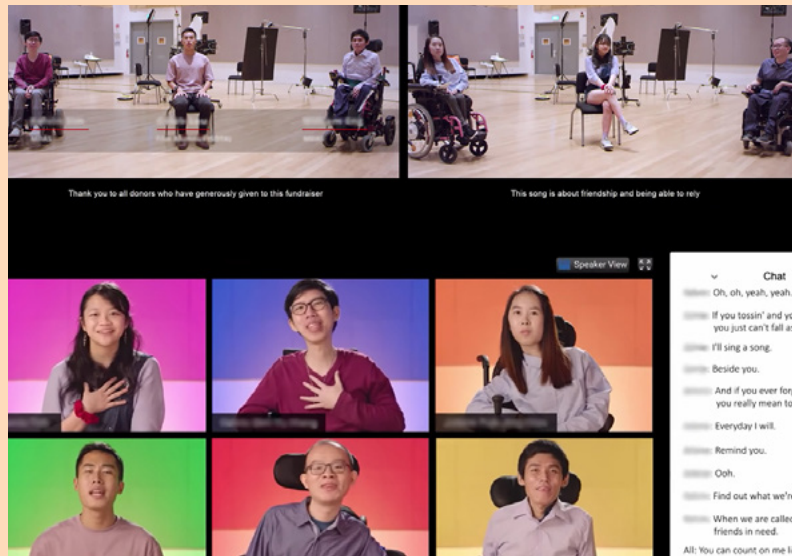
Spirit of Giving is a virtual collaborative music concert produced by ChildAid Asia and performed by young talents from Indonesia, Japan, Malaysia, Philippines and Singapore. The concert was a celebration of friendship across borders and the spirit of giving during the year-end season. This concert also sought to fundraise to bridge the digital divide among children in the respective countries that were brought to the fore by the Covid-19 pandemic. Eleven beneficiaries from 10 Square Youth, including a BT BAF alumnus, represented Singapore in a dance number and performed in a vocal medley with counterparts from the region.

Create

Content To Enrich, Synergy to Enhance

TRCL seeks to create a sustainable arts ecosystem that not only benefits underserved children and youths, but also enables economic opportunities in the arts and creative industries to thrive.

With this intent, TRCL had set up Global Cultural Alliance Ltd (GCA), a wholly-owned subsidiary to drive content development and employment opportunities that will allow local industry players and businesses to gain greater access into regional markets.



Creating Content

Founded in 2014, GCA is a not-for-profit organisation which focuses on building communities and bridging borders. GCA is committed to developing an inclusive Singapore society through arts and culture programmes and positioning Singapore as a cultural hub for the exchange of ideas and shared experiences.

GCA has played an active role in creating content through commissioned projects. Through projects like the *Sunburst Virtual Concert 2020* held on 19 November 2020, GCA lends a hand in creating a performance for all to enjoy, as well as to raise funds for charity. Projects undertaken by GCA have often also created opportunities for our BT BAF beneficiaries to showcase their talents in various ways.

Through collaborative efforts with various arts communities both locally and abroad, GCA has led the way in the creation of strong artistic content. In January 2021, GCA curated *FLOW: Notes Between Singapore and Hong Kong*, a live-streamed concert which featured performers from Hong Kong and Singapore as well as a music video which highlighted some key similarities between the two cities.

Hillside 18/20's Second Anniversary

Hillside 1820 commemorated its second anniversary with three webinars on 17 July 2020 curated by Global Cultural Alliance: two of the three webinars were supported by the Hong Kong Economic and Trade Office and focused on bridging borders between the creative communities of Singapore and Hong Kong while the second looked at how the arts can serve as an inclusive platform for people of different abilities.

Commissioned Projects

GCA also took on commissioned work from the community, which included *Forest Murmurs*, an art installation project and *On the Nature of Daylight*, a curated art project both for the same hospital, an online performance *A Season to Harvest* for the National Arts Council, digital productions *Voices of Light*, and *Sunburst: A Virtual Concert*, for various charities.



Creating Synergy

Collaborations within TRCL's own subsidiaries saw our presence enhanced in various communities, bringing together experts from the region and industries that ranged from higher education to city planning to artists and musicians.

Business With A Cultural Handshake

Singapore-China Webinars

This three-part webinar in late October saw TRCL bringing together local arts organisations, academics, business leaders and professionals and counterparts in Xiamen, Chongqing and Nanjing to discuss new areas of collaboration and cross-cultural exchange across all sectors. This 'ground-up' initiative by TRCL and IDM Cultural Alliance Pte Ltd discussed opportunities that would encourage attendees to expand their entrepreneurial footprint to include Chinese markets.

Flow: Notes between Hong Kong and Singapore

Commissioned by the Hong Kong Economic and Trade Office in Singapore (HKETO), FLOW was a 45-minute live-streamed concert in January 2021 comprising a musical exchange and collaboration between musicians from the two cities.

Virtual Art Exhibitions

Sun Yu-Li, Kumari Nahappan

Our digital team collaborated with these master artists to create virtual galleries: Mapping the Universe with Universal Language by Sun Yu-li, and Zero by Kumari Nahappan. The project lasted almost a year and allowed visitors to view artworks from the comfort of home and revisit the art as often as they liked.

Build

Strong Communities Through

Meeting Felt Needs Collaborative Projects Mental Health and Wellness Programmes Fundraising with Mutual Compassion Purposeful Placemaking Spaces for Community Development

Every person is uniquely gifted with knowledge, skills and experience. We are each like a building block upon which another can be connected, like Lego blocks which can be put together to form a car, a house, a castle, a village.

As a collective, we form scaffolds, ramparts, structures, which enable the creation of meaningful projects and programmes bigger than our selves. We seek to build a world that can nourish itself and in turn, cause others to flourish.



Meeting Felt Needs

Through StreamCloud, our new digital services team

The pandemic presented us with opportunities to transform the company as we've known it in the last seven years. TRCL's new digital team, called StreamCloud, was formed to quickly fulfil a need to stream arts classes online so that our connection with our beneficiaries and beloved communities could go on uninterrupted. We are glad to announce the launch of StreamCloud, which offers digital services such as livestreaming of events, workshops and webinars for businesses, entrepreneurs, creatives, and the community. Thank you, TRCL staff, who have ably stepped up to serve by upgrading and learning new skillsets.

Since May 2020, StreamCloud has broadcast a host of digital productions and livestreams, from online arts festivals such as *#Engage 2.0: An Online Festival*, a half-day Singapore-China webinar which spanned three Chinese cities for our business subsidiary Millet Holdings, and a musical performance between Hong Kong and Singapore jazz musicians in *Flow: Notes from an Island* for our culture and content arm, Global Cultural Alliance in partnership with the Hong Kong Economic and Trade Office.

Collaborative Projects

2021 Art Calendar and Hongbao

Visions of a new world emerging from the pandemic seen through the eyes of our children was the theme of Citi's 2021 calendar project *World Reimagined – What's Next*. These included paintings of families maintaining close ties through virtual meet-ups, banks helping clients perform banking transactions virtually.

These paintings became the images on Citi's annual calendar given to its staff and is our sixth consecutive year of collaboration with Citi to showcase our beneficiaries' artworks to the wider public. The artworks even had accompanying QR codes which transformed the two-dimensional image into immersive 360-degree environments.

45km Charity Walk

In November, four friends of TRCL decided to go on a 12-hour walk around the island to raise awareness of the BT BAF. Quek Jee Ngee, Raymond Goh, Joshua Tay, William Tong and Edwin Goh mapped out the 45 km route around Singapore, planned the logistics (rest stops, water spots) and raised \$20,000 in that one day through the public donation platform *giving.sg*.



Mental Health and Wellness Programmes

It was a rollercoaster year, where the restrictions took away our ability to socialise and nurture ourselves through human connections. There arose a need to acknowledge and treat symptoms of despair felt in the community at large, of which there were many signals of a sense of hopelessness, aimlessness, and discouragement.

Art therapy as a way of coping with negative moods has been widely acknowledged as an effective way of alleviating mental and emotional stress. With support from the Stephen Riady Group of Foundations, our *Rejuvenate* wellness sessions (yoga, meditation, art and music therapy) and *Hillside Talks* (a series of webinars and online panel discussions on wellness for mind, body, and soul) have been able to meet this felt need in the community at large. Our 12-month wellness program culminated in a one-week Healing Festival, with workshops (many were a blend of digital and in-person) fully attended and well-received.

Fundraising With Mutual Compassion

Our three annual signature charity events Children for Children: A Glimmer of Dawn, ChildAid, and ChariTrees transformed into digital productions. It was reassuring to know that our corporate partners and donors continued to give even when the global situation was unpredictable and the future uncertain.



Children for Children 2020: A Glimmer of Dawn

Annual community fundraiser for children, *Children for Children* (CFC), took on a virtual spin in October 2020 due to the pandemic. The 12th edition of CFC launched its first online musical video production on 8 October 2020 and was streamed over two months to reach out to a wider public. Titled *A Glimmer of Dawn*, the video featured music, dance, and theatre talents from CHIJ Kellock and beneficiaries of BT BAF. Resorts World Sentosa sponsored 1,000 children from 50 primary schools with a pair of tickets each to Universal Studios Singapore. The children were able to book their trip online and enjoy a day at the theme park. The event was jointly organised by TRCL, CHIJ Kellock, The Business Times and Resorts World Sentosa.

ChildAid 2020: Virtually Yours

Instead of its usual show date in November, the annual fundraising concert went online on 15 July 2020 to ensure that our beneficiaries continued to be taken care of during these difficult times. The fundraising continued till end November. ChildAid 2020: *Virtually Yours* comprised two virtual choirs, one featuring more than 1,000 singers and instrumentalists from 25 countries. Using mobile devices, viewers had a unique cutting-edge 360-degree immersive video featuring well-known home-grown music veterans and rising young talents. ChildAid features talents under the age of 19 and supports BT BAF and The Straits Times School Pocket Money Fund. Co-organised by The Business Times and The Straits Times.

ChariTrees 2020

This annual Christmas Tree lightup and fundraiser along Marina Bay on 15 November benefited the Samaritans of Singapore (SOS) and our #Engage initiative. *ChariTrees 2020* also honoured the efforts of community groups and individuals who helped the underserved by addressing a range of key concerns wrought by the pandemic, amongst them access to food staples, keeping the young meaningfully occupied at home, wellness, mental health issues and digital inclusivity. In keeping with safe distancing measures, the light up was streamed online to donors and stakeholders on the evening after the event.

Purposeful Placemaking

Tekka Place

On the edge of culturally vibrant Little India, Tekka Place mall presented an opportunity to Millet Holdings, TRCL's wholly-owned consultancy, to increase engagement with the arts, heritage and youth communities.

Millet Holdings was incorporated in April 2016, and is TRCL's enterprise arm, which includes placemaking. Millet aims to accelerate industry links for creative entrepreneurs and create business networks and collaborations for creative industries. Millet Group is part of TRCL's vision to be an end-to-end roadmap to provide education, content and employment to Singapore's arts, culture and creative industries.

Our placemaking strategy and programmes will see the engagement of youths and families via a new experience centre. *Tekka 1001 Stories*, a story-telling project by Global Cultural Alliance, aims to bring people from all walks of life together to share their stories of overcoming adversity and celebrate the strength of the human spirit.



Spaces for Community Development

We thank our friends and supporters who continue to book the spaces at TRCL's venues as a way to have meaningful arts and community events within their specific interest groups and in reaching out to others.

The two academies at LAA and 10 Square continued to see a returning demand from various community groups for art workshops, while at the same time serving the needs of arts groups and organisations for their rehearsals and performances.

Other Space and Community Development projects which showed our involvement in various communities, large and small include the MINDS Colour Socks Live Auction, the Asia Music Bookstore 2021 Music Singapore International Piano & Violin Competition, and Art Jam with El Masnou.

We are thankful for the cultural activities that frequented our venues, such as Indian classical dance, K-Pop dance, Bollywood dance class, Chinese dance, salsa dance classes, as well as fitness classes such as yoga, Zumba and self-defence.

Our Heartfelt Thanks to Friends, Donors, and Supporters

You believe in our vision and make it a reality in so many ways to so many lives.

Thanks to the support and partnership of donors like you, we are able to thrive and evolve to meet the needs of our young and vulnerable, as well as the rise in demand for imparting arts training to children in need.

Corporate Donors

\$300,000 and above

United Overseas Bank Ltd (ChildAid Concert 2020 fundraiser)

\$100,000 to \$249,999

Citibank N.A. Singapore (ChildAid Concert 2020 fundraiser)
Richard Mille Asia Pte Ltd
Sea Limited
Stephen Riady Group of Foundations
The HongKong Shanghai Banking Corporation Ltd

\$50,000 to \$99,999

Jiangsu Association
Lee Foundation
Prudential Assurance Company Singapore (Pte) Ltd

\$10,000 to \$49,999

Anonymous
BNP Paribas SA
Certis Cisco Security Pte Ltd
CWT Limited
Diana Koh Foundation
Hong Leong Foundation
Jardine Cycle And Carriage Ltd
Keppel Care Foundation
NTUC FairPrice Foundation Ltd
OUE Commercial REIT Management Pte Ltd
Raffles Quay Asset Management Pte Ltd

Individual Donors

\$5,000 and above

Anonymous (3)
Goh Swee Chen
Leong Wah Kheong
Neo Zheng Yue Zechariah
Oh Meng Choo

We regret that we are not able to list all donors and supporters in this page. Our sincere gratitude and appreciation to all who have supported The RICE Company Limited, The Business Times Budding Artists Fund, and the #Engage initiative, in one way or another in enabling us to make the arts accessible and inclusive for all. TRCL strives to be complete and accurate in recognizing the generous support of our donors. We regret any omissions or errors.

“The things we do outlast our mortality. The things we do are like monuments that people build to honour heroes after they’ve died. They’re like the pyramids that the Egyptians built to honour the pharaohs. Only instead of being made of stone, they’re made out of the memories people have of you.”

– R.J. Palacio, *Wonder* (2012) *



You Helped Us

Impart Create Build

Together we are equipping the next generation of creators, thinkers and leaders to build a better world.

Post-pandemic, we continue to engage our children online as imaginatively as possible. We will keep reaching out through community initiatives like #Engage which partners community organisations to give a sense of normalcy, hope, and cheer to vulnerable children. We continue to evolve and upskill our team with digital skills so we can help communities stay connected in safe ways, and so that our neighbours don't get left behind.

If you'd like to partner us in empowering tomorrow's leaders by making a donation, please use your mobile phone to scan the QR code here:



Your donation qualifies for a 250% tax deduction.

* *Wonder* has been on the New York Times bestseller list since March, 2012, and has sold over 5 million copies worldwide. The book's message of kindness has inspired the Choose Kind movement, and has been embraced by readers, young and old, around the world.

Governance

Code of Governance Evaluation Checklist for the Year Ended 31 March 2021

S/No. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming Board members on joining the Board. Are there governing board members holding staff* appointments?	1.1.2	Complied	
2	Staff* does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Complied	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for renomination and reappointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectivenessonce during its term or every 3 years, whichever is shorter. Are there Board member(s) who have served for more than 10 consecutive years?	1.1.12	Complied	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	No	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decisionmaking on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	

S/No. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff*. Are there volunteers* serving in the charity?	5.5	Complied	No
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
16	There is a documented policy to seek Board’s approval for any loans donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity’s key risks.	6.1.4	Complied	KPMG is appointed for the ERM project and estimated completion date is in Apr 2022.
20	The Board approves an annual budget for the charity’s plans and regularly monitors its expenditure. Does the charity invest its reserves, including fixed deposits?	6.2.1	Complied	Yes
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	
22	All collections received (solicited or unsolicited)are properly accounted for and promptly deposited by the charity. Did the charity receive donations-in-kind during the year?	7.2.2	Complied	No

S/No. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member’s attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated. Does the charity employ paid staff?	8.3	Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	
28	The charity discloses in its annual report: i) The total annual remuneration (including any remunerationreceived in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remunerationof the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each.	8.4	Complied	Disclosure is in the Audited Financial statement which forms part of the Annual Report
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
PUBLIC IMAGE				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Attendance at Board Meetings

TRCL
(UEN#201408699H)
Incorporated 26 Mar 2014

Main Board	Appointment since	Designation	Attendance in FY19
Jennie Chua	26-Mar-14	Chairman	3/4
Alvin Tay	26-Mar-14	Deputy Chairman	4/4
Colin Goh	26-Mar-14	Ex-officio Member	4/4
Kelvin Tan	1-May-15	Member / Chairman, Whistleblowing Committee	4/4
Lim Yeong Seng	1-May-15	Member / Chairman, Finance Committee	3/4
Pius Tan	1-Sep-17	Member, Audit Advisor	4/4
Wong Wei Kong	1-Sep-17	Member	1/4

Conflict of Interest Policy

TRCL has a Conflict of Interest Policy where all members of the Board, Sub-Committees and staff, when acting on behalf of the TRCL, must ensure that the deliberations and decisions made are in the interest of TRCL, and the interest of TRCL is protected when entering into a transaction, contract or arrangement. All members and staff shall promptly and fully disclose, in accordance with the procedures laid down by TRCL, all interests (actual or potential) which could conflict with their duties and shall recuse from participating in any discussion and decision on the matter.

Whistleblowing Policy

TRCL has a Whistleblowing Policy that provides Board members, Sub-Committee members, staff, contractors, volunteers and beneficiaries with accessible channel to the Chairman of the Whistleblowing Committee for reporting suspected fraud, corruption, dishonest practices or other similar matters. All whistle-blower complaints will be reviewed by the Whistleblowing Committee immediately to ensure independent and thorough investigation and appropriate follow-up.

The RICE Company Limited and its subsidiaries

Directors' statement
For the financial year ended 31 March 2021

The directors hereby present their statement to the members together with the audited consolidated financial statements of The RICE Company Limited (the "Company") and its subsidiaries (collectively, the "Group") and the statement of financial position, statement of comprehensive income and statement of changes in accumulated funds of the Company for the financial year ended 31 March 2021.

Opinion of the directors

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in accumulated funds of the Company are drawn up so as to give a true and fair view of the financial position of the Group and Company as at 31 March 2021 and the financial performance and changes in accumulated funds of the Group and the Company and cash flows of the Group for the financial year ended on that date, and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Jennie Chua Kheng Yeng (Chairman)
 Lim Yeong Seng
 Tan Teck San Kelvin
 Tay Tuan Hearn Alvin
 Colin Goh
 Pius Tan
 Wong Wei Kong
 Genli Koh Hui Peng

As the Company is limited by guarantee, the board of directors does not consider it necessary to report on the matters to be disclosed under Section 201(6) (f) and (g) of the Singapore Companies Act, Chapter 50.

The RICE Company Limited and its subsidiaries

Directors' statement
For the financial year ended 31 March 2021

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the board of directors:

Tay Tuan Hearn Alvin
 Director

Colin Goh
 Director

Singapore
 26 November 2021

The RICE Company Limited and its subsidiaries

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

Independent auditor's report to the members of The RICE Company Limited

Opinion

We have audited the financial statements of The RICE Company Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the statements of financial position of the Group and the Company as at 31 March 2021, the statements of comprehensive income and statements of changes in accumulated funds of the Group and the Company and the consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in accumulated funds of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the Act), the Charities Act, Chapter 37 (the Charities Act) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2021 and of the financial performance, changes in accumulated funds of the Group and the Company and the cash flows of the Group for the financial 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.

Other information

Management is responsible for other information. The other information comprises Directors' statement set out on pages 1 and 2.

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

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

The RICE Company Limited and its subsidiaries

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

Independent auditor's report to the members of The RICE Company Limited

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 Companies Act, the Charities 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:

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

The RICE Company Limited and its subsidiaries

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

Independent auditor's report to the members of The RICE Company Limited

Auditor's responsibilities for the audit of the financial statements (continued)

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

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

Report on other legal and regulatory requirements

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

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 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.



Ernst & Young LLP

Public Accountants and
Chartered Accountants
Singapore

26 November 2021

The RICE Company Limited and its subsidiaries

Statements of financial position
As at 31 March 2021

	Note	Group 2021 \$	Group 2020 \$	Company 2021 \$	Company 2020 \$
Non-current assets					
Plant and equipment	4	1,324,015	1,771,990	1,323,988	1,771,890
Right-of-use assets	5	1,524,668	2,105,208	1,524,668	2,105,208
Investment in subsidiaries	6	–	–	1	1
		2,848,683	3,877,198	2,848,657	3,877,099
Current assets					
Trade and other receivables	7	527,034	635,447	974,589	1,690,119
Prepaid operating expenses		16,674	60,976	16,341	60,534
Cash and cash equivalents	8	9,345,347	8,338,325	9,159,834	8,166,295
		9,889,055	9,034,748	10,150,764	9,916,948
Current liabilities					
Trade and other payables	9	783,727	1,017,470	590,054	1,005,143
Grants received in advance	10	1,707,186	1,158,920	1,657,059	1,108,671
Deferred capital grants	11	372,713	403,823	372,713	403,823
Contract liabilities		23,964	64,738	23,964	64,738
Lease liabilities	12	318,735	540,090	318,735	540,090
		3,206,325	3,185,041	2,962,525	3,122,465
Net current assets		6,682,730	5,849,707	7,188,239	6,794,483
Non-current liabilities					
Deferred capital grants	11	658,113	969,862	658,113	969,862
Lease liabilities	12	1,259,541	1,578,276	1,259,541	1,578,276
Provision for reinstatement	13	287,022	429,990	287,022	429,990
		2,204,676	2,978,128	2,204,676	2,978,128
Net assets		7,326,737	6,748,777	7,832,220	7,693,454
Accumulated funds		6,394,907	5,829,440	7,832,220	7,693,454
Non-controlling interests		931,830	919,337	–	–
Accumulated funds		7,326,737	6,748,777	7,832,220	7,693,454

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

The RICE Company Limited and its subsidiaries

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

2021	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
		\$	\$	\$	\$
Group					
Income					
Donations	14	454,958	147,204	–	602,162
Fund raising event income	15	94,015	1,260,842	–	1,354,857
Project/programme income		150,206	9,835	–	160,041
Course fee income		–	20,811	–	20,811
Venue hire income		24,445	176,582	–	201,027
Management fee income		304,418	–	–	304,418
Other income	16	169,841	168,912	6,109	344,862
Total income		1,197,883	1,784,186	6,109	2,988,178

The RICE Company Limited and its subsidiaries

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

2021	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
		\$	\$	\$	\$
Group					
Expenditure					
Depreciation of plant and equipment	4	62,825	392,847	17,565	473,237
Depreciation of right-of-use assets	5	249,282	331,258	–	580,540
Curriculum expenses		–	119,827	–	119,827
Staff and related expenses	17	1,759,777	836,532	–	2,596,309
Property maintenance and utilities		64,113	119,273	–	183,386
Fund raising event expenses		23,537	115,139	–	138,676
Project/programme expenses		427,466	34,295	(1,359)	460,402
Other operating expenditure	18	183,972	264,535	2,450	450,872
Allocation of expenses		(1,103,884)	1,103,884	–	–
Interest expense	19	5,625	91,518	15	97,143
Impairment loss on trade and other receivables	7	9,239	10,981	–	20,220
Impairment loss on investment in securities		10	–	–	10
Total expenditure		1,681,862	3,420,089	18,671	5,120,622
Deficit before government grants		(483,979)	(1,635,903)	(12,562)	(2,132,444)
Deferred capital grants amortised	11	9,308	333,551	–	342,859
Government grants	20	1,215,464	1,152,371	–	2,367,835
Profit after government grants		740,793	(149,981)	(12,562)	578,250
Income tax expenses	21	(290)	–	–	(290)
Profit, net of tax		740,503	(149,981)	(12,562)	577,960
Attributable to:					
Owners of the Company		728,010	(149,981)	(12,562)	565,467
Non-controlling interests		12,493	–	–	12,493
Total comprehensive income for the financial year		740,503	(149,981)	(12,562)	577,960

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

The RICE Company Limited and its subsidiaries

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

2020	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Group					
Income					
Donations	14	159,125	388,980	—	548,105
Fund raising event income	15	—	1,358,529	—	1,358,529
Project/programme income		158,167	8,422	—	166,589
Course fee income		3,120	36,493	—	39,613
Venue hire income		291,239	351,268	—	642,507
Management fee income		192,960	—	—	192,960
Other income	16	73,170	238,729	7,746	319,645
Total income		877,781	2,382,421	7,746	3,267,948

The RICE Company Limited and its subsidiaries

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

2020	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Group					
Expenditure					
Depreciation of plant and equipment	4	81,250	491,593	20,320	593,163
Depreciation of right-of-use assets	5	313,028	331,258	—	644,286
Curriculum expenses		2,184	185,003	—	187,187
Lease expenses		1,766	—	—	1,766
Staff and related expenses	17	1,733,477	943,095	—	2,676,572
Property maintenance and utilities		97,073	162,679	—	259,752
Fund raising event expenses		—	351,086	—	351,086
Project/programme expenses		482,727	221,801	2,300	706,828
Other operating expenditure	18	281,107	368,773	241	650,121
Allocation of expenses		(784,088)	723,774	60,314	—
Interest expense	19	20,578	105,910	—	126,488
Loss on disposal of a subsidiary	6	5,734	—	—	5,734
Total expenditure		2,234,836	3,884,972	83,175	6,202,983
Deficit before government grants		(1,357,055)	(1,502,551)	(75,429)	(2,935,035)
Deferred capital grants amortised	11	30,000	437,003	—	467,003
Government grants	20	1,009,117	1,333,198	—	2,342,315
Deficit after government grants		(317,938)	267,650	(75,429)	(125,717)
Income tax credit	21	153	—	—	153
Deficit, net of tax		(317,785)	267,650	(75,429)	(125,564)
Attributable to:					
Owners of the Company		(253,373)	267,650	(75,429)	(61,152)
Non-controlling interests		(64,412)	—	—	(64,412)
Total comprehensive income for the financial year		(317,785)	267,650	(75,429)	(125,564)

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

The RICE Company Limited and its subsidiaries

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

2021	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company					
Income					
Donations	14	454,958	147,204	—	602,162
Fund raising event income	15	94,015	1,260,842	—	1,354,857
Project/programme income		127,506	9,835	—	137,341
Course fee income		—	20,811	—	20,811
Venue hire income		29,885	176,582	—	206,467
Management fee income		63,236	—	—	63,236
Other income	16	109,651	168,912	6,109	284,672
Total income		879,251	1,784,186	6,109	2,669,546

The RICE Company Limited and its subsidiaries

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

2021	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company					
Expenditure					
Depreciation of plant and equipment	4	62,753	392,847	17,565	473,165
Depreciation of right-of-use assets	5	249,282	331,258	—	580,540
Curriculum expenses		—	119,827	—	119,827
Staff and related expenses	17	1,494,649	836,532	—	2,331,181
Property maintenance and utilities		64,113	119,273	—	183,386
Fund raising event expenses		23,537	115,139	—	138,676
Project/programme expenses		348,910	34,295	(1,359)	381,846
Other operating expenditure	18	568,493	264,535	2,465	835,493
Allocation of expenses		(1,103,884)	1,103,884	—	—
Interest expense	19	5,625	91,518	—	97,143
Impairment loss on trade receivables		—	10,981	—	10,981
Total expenditure		1,713,478	3,420,089	18,671	5,152,238
Deficit before government grants		(834,227)	(1,635,903)	(12,562)	(2,482,692)
Deferred capital grants amortised	11	9,308	333,551	—	342,859
Government grants	20	1,126,228	1,152,371	—	2,278,599
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year		301,309	(149,981)	(12,562)	138,766

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

The RICE Company Limited and its subsidiaries

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

2020	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company					
Income					
Donations	14	151,005	388,980	—	539,985
Fund raising event income	15	—	1,358,529	—	1,358,529
Project/programme income		84,331	8,422	—	92,753
Course fee income		—	36,493	—	36,493
Venue hire income		294,184	351,268	—	645,452
Management fee income		210,000	—	—	210,000
Other income	16	21,295	238,729	7,746	267,770
Total income		760,815	2,382,421	7,746	3,150,982

The RICE Company Limited and its subsidiaries

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

2020	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company					
Expenditure					
Depreciation of plant and equipment	4	79,575	491,587	20,320	591,482
Depreciation of right-of-use assets	5	313,028	331,258	—	644,286
Curriculum expenses		—	185,003	—	185,003
Staff and related expenses	17	1,292,682	943,095	—	2,235,777
Property maintenance and utilities		97,072	162,679	—	259,751
Fund raising event expenses		—	351,092	—	351,092
Project/programme expenses		564,799	221,801	2,300	788,900
Other operating expenditure	18	347,343	368,773	241	716,357
Allocation of expenses		(784,088)	723,774	60,314	—
Interest expense	19	20,551	105,910	—	126,461
Total expenditure		1,930,962	3,884,972	83,175	5,899,109
Deficit before government grants		(1,170,147)	(1,502,551)	(75,429)	(2,748,127)
Deferred capital grants amortised	11	30,000	437,003	—	467,003
Government grants	20	977,740	1,333,198	—	2,310,938
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year		(162,407)	267,650	(75,429)	29,814

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

The RICE Company Limited and its subsidiaries

Statements of changes in accumulated funds
For the financial year ended 31 March 2021

2021	Attributable to owners of the Company					Accumulated Funds \$
	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$		Non-controlling interests \$	
Group						
At 1 April 2020	(1,332,217)	6,141,086	1,020,571	5,829,440	919,337	6,748,777
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year	728,010	(149,981)	(12,562)	565,467	12,493	577,960
At 31 March 2021	(604,207)	5,991,105	1,008,009	6,394,907	931,830	7,326,737
2020						
At 1 April 2019	(1,078,844)	5,873,436	1,096,000	5,890,592	728,015	6,618,607
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year	(253,373)	267,650	(75,429)	(61,152)	(64,412)	(125,564)
Capital contribution by non-controlling interests	–	–	–	–	250,000	250,000
Disposal of non-controlling interest	–	–	–	–	5,734	5,734
At 31 March 2020	(1,332,217)	6,141,086	1,020,571	5,829,440	919,337	6,748,777

The RICE Company Limited and its subsidiaries

Statements of changes in accumulated funds
For the financial year ended 31 March 2021

2021	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company				
At 1 April 2020	526,757	6,146,126	1,020,571	7,693,454
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year	301,309	(149,981)	(12,562)	138,766
At 31 March 2021	828,066	5,996,145	1,008,009	7,832,220
2020				
At 1 April 2019	689,164	5,878,476	1,096,000	7,663,640
(Deficit)/surplus for the financial year, representing total comprehensive income for the financial year	(162,407)	267,650	(75,429)	29,814
At 31 March 2020	526,757	6,146,126	1,020,571	7,693,454

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

The RICE Company Limited and its subsidiaries

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

	Group	
	2021 \$	2020 \$
Operating activities		
Deficit before government grants	(2,132,444)	(2,935,035)
Adjustments for:		
Depreciation of plant and equipment	473,237	593,163
Depreciation of right-of-use assets	580,540	644,286
Bad debts written off	11,709	3,834
Gain on disposal of plant and equipment	—	(295)
Plant and equipment written off	19,071	8,278
Allowances for/(reversal of) expected credit loss	20,220	(6,806)
Interest income	44,619	72,302
Interest expense	97,143	126,488
Loss on disposal of a subsidiary	—	5,734
Operating cash flows before changes in working capital	(885,905)	(1,488,051)
Changes in working capital:		
Decrease/(Increase) in trade and other receivables	93,665	(288,425)
Decrease in prepaid operating expenses	44,302	22,549
Decrease in trade and other payables	(143,450)	(105,439)
(Decrease)/Increase in contract liabilities	(40,774)	20,341
Cash flows used in operations	(932,162)	(1,839,025)
Interest income received	(61,800)	(59,422)
Interest paid	—	(27)
Income tax paid	(290)	(459)
Net cash flow used in operating activities	(994,252)	(1,898,933)
Investing activities		
Purchase of plant and equipment	(44,333)	(34,370)
Proceed from sale of fixed assets	—	1,000
Placement of fixed deposits	(657,521)	(106,603)
Net cash flow used in investing activities	(701,854)	(139,973)
Financing activities		
Government grants received	2,642,840	3,473,200
Capital contribution by non-controlling interests	—	250,000
Proceed/(repayment) of loan from shareholder of a subsidiary	40,000	(250,000)
Payment of principal portion of lease liabilities	(540,090)	(528,418)
Interest paid on lease liabilities	(97,143)	(126,461)
Net cash flow generated from financing activities	2,045,607	2,818,321
Net increase in cash and cash equivalents	349,501	779,415
Cash and cash equivalents at beginning of the financial year	4,667,979	3,888,564
Cash and cash equivalents at end of the financial year (Note 8)	5,017,480	4,667,979

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

The RICE Company Limited and its subsidiaries

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

1. Corporate information

The RICE Company Limited ("the Company") was set up due to a Business Sales Agreement entered with Arts House Ltd to transfer the business under BAF ("Budding Artists Fund") and IYAE ("International Young Artists Exchange Fund") from AHL ("Arts House Ltd") to the Company. The Company is incorporated and domiciled in Singapore, limited by guarantee and does not have a share capital.

The Company has been registered as a Charity, Registration No. 201408699H under the Charities Act, Chapter 37 of Singapore with effect from 26 March 2014. The registered office and principal place of business of the Company is located at 181 Orchard Road, #10-01 Orchard Central, Singapore 238896

The principal activities of the Company are:

- To provide training and conduct activities in the arts or otherwise engage in social service for children and youths through the medium of dramatic arts, music and other art and creative activities;
- To identify underperforming spaces or places, re-content it with creative initiatives;
- To develop and manage creative space and programme for community use;
- To provide arts management;
- To support the development of artistic productions and activities reflecting the diverse culture and international backgrounds in Singapore; and
- To build international linkages.

The principal activities of the subsidiaries are disclosed in Note 5 to the financial statements.

2. Significant accounting policies

2.1 Basis of preparation

These financial statements have been prepared in accordance with the Financial Reporting Standards in Singapore ("FRSs") under the historical cost convention, except as disclosed in the accounting policies below.

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 April 2020. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.2 Adoption of new and amended standards and interpretations (cont'd)

Early adoption of amendments to FRS 116 Leases: Covid-19-Related Rent Concessions

The Group and Company has early adopted the amendment to FRS 116 which introduced an optional practical expedient for lessee from assessing whether a rent concession related to Covid-19 is a lease modification.

The Group and Company has applied this practical expedient to all office premises leases. As a result of applying practical expedient, rent concessions of S\$170,008 (Note 16) was recognised and presented in other income during the year.

2.3 Standards issued but not yet effective

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

Effective for
annual periods
commencing on

Description

1 January 2021	<ul style="list-style-type: none"> Amendments to: <ul style="list-style-type: none"> FRS 109 <i>Financial Instruments</i> FRS 39 <i>Financial Instruments: Recognition and Measurement</i> FRS 107 <i>Financial Instruments: Disclosures</i> FRS 104 <i>Insurance Contracts</i> FRS 116 <i>Leases: Interest Rate Benchmark Reform – Phase 2</i>
1 January 2022	<ul style="list-style-type: none"> Amendments to: <ul style="list-style-type: none"> FRS 103 <i>Business combinations</i> (Reference to the conceptual framework) FRS 16 <i>Property, Plant and Equipment</i> (Proceeds before intended use) FRS 37 <i>Provisions, Contingent Liabilities and Contingent Assets</i> (Onerous Contracts – Cost of Fulfilling a Contract) Annual improvements to FRSs 2018-2020
1 January 2023	<ul style="list-style-type: none"> Amendments to: <ul style="list-style-type: none"> FRS 1 <i>Presentation of Financial Statements</i> (Classification of Liabilities as Current or Non-current)
To be determined	<ul style="list-style-type: none"> Amendments to: <ul style="list-style-type: none"> FRS 110 <i>Consolidated Financial Statements and FRS 28 Investments in Associates and Joint Ventures</i> (Sale or Contribution of Assets between an Investor and Its Associate or Joint Venture)

The directors expect that the adoption of the standards and interpretations above will have no material impact on the financial statements in the period of initial application.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.4 Group accounting

(a) Subsidiaries

(i) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

(ii) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred, and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.4 Group accounting (cont'd)

(a) Subsidiaries (cont'd)

(ii) Acquisitions (cont'd)

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary result in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific Standard.

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost, and its fair value is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiaries" for the accounting policy on investments in subsidiaries in the separate financial statements of the Company.

(b) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control over the subsidiary are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

2.5 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollars, which is the functional currency of the Company.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.5 Currency translation (cont'd)

(b) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange 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 statement of financial position date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities.

(c) Translation of Group entity's financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities are translated at the closing exchange rates at the reporting date;
- income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

2.6 Plant and equipment

(a) Measurement

All items of plant and equipment are initially recorded at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The cost of an item of plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

(b) Depreciation

Depreciation on plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

Renovation	3 - 10 years
Furniture and fittings	5 - 8 years
Office equipment and kitchen equipment	5 - 8 years
Electrical Fittings, sound and light equipment	5 - 6 years
Computers	3 years
Artwork	5 years

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.6 Plant and equipment (cont'd)

(b) Depreciation (cont'd)

Work-in-progress included in plant and equipment are not depreciated as these assets are not yet available for use.

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each statement of financial position date. The effects of any revision are recognised in profit or loss when the changes arise.

(c) Subsequent expenditure

Subsequent expenditure relating to plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

(d) Disposal

On disposal of an item of plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss.

2.7 Investment in subsidiaries

Investments in subsidiaries are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.8 Impairment of non-financial assets

Plant and equipment, right-of-use assets and investments in subsidiaries tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

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

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.8 Impairment of non-financial assets (cont'd)

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

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.9 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. As the Group's trade and other receivables do not contain a significant financing component or for which the Company has applied the practical expedient, they are measured at the transaction price determined under FRS 115 *Revenue from contracts with customers*.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income ("OCI"), it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI") on the principal amount outstanding.

This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows.

At amortised cost

For purposes of subsequent measurement, the Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective 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

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.9 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Subsequent measurement (cont'd)

At amortised cost (cont'd)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is de-recognised, modified or impaired.

Since the Group's financial assets (trade and other receivables, cash and bank balances) meet these conditions, they are subsequently measured at amortised cost.

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily de-recognised when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset

When the Group has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.9 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Impairment

The Group recognises an allowance for expected credit losses (ECLs) for all debt instrument except those held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

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

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

The Group considers a financial asset in default when contractual payments are 365 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(b) Financial liabilities

Initial recognition and measurement

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

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs. The Group has not designated any financial liability upon initial recognition at fair value through profit or loss.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.9 Financial instruments (cont'd)

(b) Financial liabilities (cont'd)

Subsequent measurement

For the purposes of subsequent measurement, all financial liabilities, except derivative financial instruments, are subsequently measured at amortised cost using the effective interest rate ("EIR") method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised, as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

2.11 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

Government grants to meet the current period's operating expenses are recognised as income in the financial period in which the operating expenses are incurred.

The Jobs Support Scheme provides wage support to employers to help them retain their local employees during this period of economic uncertainty. Employers who have made CPF contributions for their local employees will qualify for the payouts under the scheme.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.12 Provisions

(a) General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

(b) Dismantlement, removal or restoration

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

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

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

2.13 Donations

Donations are recognised on a receipt basis, except for those made for specified purposes, which are recognised to match the specified expenditure when incurred.

2.14 Fund raising event income

Fund raising event income is recognised when the fund-raising event is completed.

2.15 Taxes

The Company has been registered as a charity under the Charities Act. According to Section 13(1)(zm) of the Singapore Income Tax Act, the income of the Company will be exempted from tax.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.16 Funds

Funds are accounted on an accrual basis.

Separate disclosures of the income and expenditure of these funds are included in the statement of comprehensive income, while the assets and liabilities of the funds are pooled with those of the general fund.

(a) Budding Artists Fund ("BAF")

BAF serves a twofold function in its advocacy of arts education:

- (i) To provide exposure of the arts to children from needy backgrounds who otherwise may not have the opportunity; and
- (ii) To provide arts training to talented young children and youths to allow them to fulfil their artistic potential.

(b) Sing50 Fund

Sing50 Fund aims to preserve and promote Singapore music through performances and educational activities. The Fund's activities include that of documentation, presentation and content development for educational purposes.

2.17 Employee benefits

(a) Defined contribution plans

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they are accrued to employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.

2.18 Leases

(a) When the Group is the lessee:

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.18 Leases (cont'd)

(a) When the Group is the lessee: (cont'd)

(i) Right-of-use assets

The Group recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use.

Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

(ii) Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees
- The exercise price of a purchase option if it is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.18 Leases (cont'd)

(a) When the Group is the lessee: (cont'd)

(ii) Lease liabilities (cont'd)

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is modification in the scope or the consideration of the lease that was not part of the original term.

Lease liability is remeasured with a corresponding adjustment to the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(iii) Short term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(b) When the Group is the lessor:

The accounting policy applicable to the Group as a lessor in the comparative period were the same under FRS 116 except when the Group is an intermediate lessor.

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

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

For contract which contains lease and non-lease components, the Group allocates the consideration based on a relative stand-alone selling price basis.

The RICE Company Limited and its subsidiaries

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

2. Significant accounting policies (cont'd)

2.19 Revenue

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

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

(a) Venue hire income

Venue hire income is recognised over time as the customers simultaneously receive and consume the benefits of the Group's performance throughout the venue hire period.

(b) Management fee income

Management fee income is recognised over time based on the provision of services to the customers.

(c) Project/programme income

Project/programme income is recognised over time based on output method measured by the project milestones as the customers simultaneously receive and consume the benefits of the Group's performance.

(d) Course fee income

Course fee income is recognised over the duration of the course.

(e) Café income

Café income (included in other income) is recognised at a point in time when the service is rendered.

3. Critical accounting estimates, assumptions, and judgements

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

Management is of the opinion that there is no significant judgement made in applying accounting policies and no estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The RICE Company Limited and its subsidiaries

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

4. Plant and equipment

Group	Renovation \$	Furniture and fittings \$	Office equipment and kitchen equipment \$	Electrical fittings, sound and light equipment \$	Computers \$	Artwork \$	Total \$
Cost:							
At 1 April 2019	3,336,186	299,289	249,598	1,183,956	149,591	3,000	5,221,620
Additions	—	7,860	15,332	11,178	—	—	34,370
Disposal	—	—	—	—	(1,186)	—	(1,186)
Written off	(291,978)	(73,118)	(14,984)	(90,264)	(32,570)	—	(502,914)
At 31 March 2020 and 1 April 2020	3,044,208	234,031	249,946	1,104,870	115,835	3,000	4,751,890
Additions	—	—	7,946	—	36,387	—	44,333
Written off	(43,834)	(39,041)	(15,472)	(88,225)	(6,109)	—	(192,681)
At 31 March 2021	3,000,374	194,990	242,420	1,016,645	146,113	3,000	4,603,542
Accumulated depreciation:							
At 1 April 2019	1,537,519	186,374	185,870	888,776	82,715	600	2,881,854
Depreciation charge	339,137	40,546	25,009	153,746	34,725	—	593,163
Disposal	—	—	—	—	(481)	—	(481)
Written off	(285,308)	(72,759)	(14,704)	(89,295)	(32,570)	—	(494,636)
At 31 March 2020 and 1 April 2020	1,591,348	154,161	196,175	953,227	84,369	600	2,979,900
Depreciation charge	332,721	32,361	23,818	42,047	42,290	—	473,237
Written off	(43,834)	(38,124)	(13,904)	(73,835)	(3,913)	—	(173,610)
At 31 March 2021	1,880,235	148,398	206,089	921,439	122,766	600	3,279,527
Net carrying amount:							
At 31 March 2021	1,120,139	46,592	36,331	95,206	23,347	2,400	1,324,015
At 31 March 2020	1,452,860	79,870	53,771	151,643	31,446	2,400	1,771,990

The RICE Company Limited and its subsidiaries

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

4. Plant and equipment (cont'd)

Company	Renovation \$	Furniture and fittings \$	Office equipment and kitchen equipment \$	Electrical fittings, sound and light equipment \$	Computers \$	Artwork \$	Total \$
Cost:							
At 1 April 2019	3,336,186	298,509	249,598	1,183,956	142,669	3,000	5,213,918
Additions	—	7,860	15,332	11,178	—	—	34,370
Write-offs	(291,978)	(73,118)	(14,984)	(90,264)	(32,570)	—	(502,914)
At 31 March 2020 and 1 April 2020	3,044,208	233,251	249,946	1,104,870	110,099	3,000	4,745,374
Additions	—	—	7,945	—	34,193	—	42,138
Write-offs	(43,834)	(38,261)	(15,472)	(88,225)	—	—	(185,792)
At 31 March 2021	3,000,374	194,990	242,419	1,016,645	144,292	3,000	4,601,720
Accumulated depreciation:							
At 1 April 2019	1,537,517	185,750	185,870	888,776	78,125	600	2,876,638
Depreciation charge	339,137	40,390	25,009	153,746	33,200	—	591,482
Write-offs	(285,308)	(72,759)	(14,704)	(89,295)	(32,570)	—	(494,636)
At 31 March 2020 and 1 April 2020	1,591,346	153,381	196,175	953,227	78,755	600	2,973,484
Depreciation charge	332,721	32,361	23,818	42,047	42,218	—	473,165
Write-offs	(43,834)	(37,344)	(73,835)	—	(13,904)	—	(168,917)
At 31 March 2021	1,880,233	148,398	146,158	995,274	107,069	600	3,277,732
Net carrying amount:							
At 31 March 2021	1,120,141	46,592	96,261	21,371	37,223	2,400	1,323,988
At 31 March 2020	1,452,862	79,870	53,771	151,643	31,344	2,400	1,771,890

The RICE Company Limited and its subsidiaries

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

5. Right-of-use assets

	Office premise \$	Office equipment \$	Total \$
Group and Company			
<i>Carrying amounts</i>			
As at 1 April 2019	2,726,857	22,637	2,749,494
Depreciation expense	(638,539)	(5,747)	(644,286)
As at 31 March 2020 and 1 April 2020	2,088,318	16,890	2,105,208
Depreciation expense	(574,793)	(5,747)	(580,540)
As at 31 March 2021	1,513,525	11,143	1,524,668

6. Investment in subsidiaries

	Company	
	2021 \$	2020 \$
Unquoted equity shares, at cost	1	1

On 18 April 2016, the Company incorporated a subsidiary, Millet Holdings Pte Ltd, an entity incorporated in Singapore and limited by shares. The primary activity of Millet Holdings is to act as an investment arm of the Company driving commercial deals and partnerships to pilot and innovate new business models for the arts and culture industries.

As at 31 March 2021, Millet Holdings Pte Ltd has the following subsidiary:

(i) Millet World Pte Ltd

The Company is incorporated on 8 February 2017. The principal activity of the subsidiary is to provide space management services both locally and overseas. The Company has commenced business activities in the year.

As at 31 March 2021, Millet World Pte Ltd has the following subsidiaries:

(i) Millet World Sdn Bhd

The Company is incorporated on 14 December 2017. The principal activity of the subsidiary is to provide space management services.

(ii) Millet World North Asia Pte Ltd

The Company is incorporated on 11 September 2018. The principal activity of the subsidiary is to provide business and management consultancy services. The Company ceased its operation in the previous financial year, and it was struck off on 12 June 2020.

The RICE Company Limited and its subsidiaries

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

6. Investment in subsidiaries (cont'd)

(a) Composition of the Group

Name	Principal place of business	Principal activities	Proportion (%) of ownership interest	
			2021 %	2020 %
<i>Held by the Company:</i>				
Global Cultural Alliance Limited*	Singapore	Promoting Cultural Diplomacy	100	100
Millet Holdings Pte Ltd	Singapore	Investment Holding	100	100
<i>Held through Millet Holdings Pte Ltd:</i>				
Millet World Pte Ltd	Singapore	Space Management Service	88.34	88.34
<i>Held through Millet World Pte Ltd:</i>				
Millet World Sdn Bhd	Malaysia	Space Management Service	70.67	70.67
Millet World North Asia Pte Ltd	Hong Kong	Business and management consultancy	—	100

*Global Cultural Alliance Limited is a company limited by guarantee.

(b) Interest in subsidiaries with material non-controlling interest ("NCI")

The Group has the following subsidiary that have NCI that are material to the Group.

Name of Subsidiary	Principal activities	Effective equity held by the Group %	Loss allocated to NCI during the reporting period \$	Accumulated NCI at the end of the reporting period \$
31 March 2021				
Millet World Pte Ltd	Space Management Service	88.34	13,374	933,426
31 March 2020				
Millet World Pte Ltd	Space Management Service	88.34	(63,723)	920,052

The RICE Company Limited and its subsidiaries

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

6. Investment in subsidiaries (cont'd)

(c) Summarised financial information about subsidiary with material NCI

Set out below are the summarised financial information for each subsidiary that has NCI that are material to the Group. There are presented before inter-company eliminations.

Summarised statement of financial position

	Millet World Pte Ltd 31 March	
	2021 \$	2020 \$
Current		
Assets	15,994	242,672
Liabilities	(236,380)	(392,130)
Total current net liabilities	(220,386)	(149,458)
Non-current		
Assets	27	925
Net liabilities	(220,359)	(148,533)

Summarised statement of comprehensive income

	Millet World Pte Ltd 31 March	
	2021 \$	2020 \$
Revenue	274,287	251,816
Profit/(Loss) before income tax	114,704	(596,189)
Profit/(Loss) for the year, representing total comprehensive income for the year	114,704	(596,189)

Summarised statement of cash flows

	Millet World Pte Ltd 31 March	
	2021 \$	2020 \$
Net cash generated from operating activities	(53,054)	(684,569)
Net cash generated from investing activities	–	1,000
Net cash generated from financing activities	56,868	628,848

The RICE Company Limited and its subsidiaries

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

6. Investment in subsidiaries (cont'd)

(d) Disposal of subsidiaries

In previous year, the Group voluntarily liquidated all of its interest in its 95% owned subsidiary, Millet Capital Pte Ltd, and a wholly owned subsidiary, Millet World Trading Post Ltd.

The value of assets and liabilities of Millet Capital Pte Ltd and Millet World Trading Post Ltd recorded in the consolidated financial statements as at the date of liquidation, and the effects of the disposal were:

	2020 \$
Non-controlling interest	(5,734)
Loss on disposal	5,734
Excess fund received, representing net cash inflow on disposal of subsidiary	–

7. Trade and other receivables

	Group		Company	
	2021 \$	2020 \$	2021 \$	2020 \$
Trade receivables				
Third parties	58,283	69,098	32,300	21,881
Less: Expected credit loss	(13,085)	(1,473)	(12,454)	(1,473)
	45,198	67,625	19,846	20,408
Other receivables				
Deposits	215,125	252,502	209,766	247,143
Amounts due from subsidiaries	–	–	490,315	1,127,775
GST receivables	–	6,308	–	6,308
Sundry receivables	32,175	309,012	11,518	288,485
Deferred grant receivable	243,144	–	243,144	–
Less: Expected credit loss	(8,608)	–	–	–
	481,836	567,822	954,743	1,669,711
Total trade and other receivables	527,034	635,447	974,589	1,690,119
Add: Cash and bank balances (Note 8)	9,345,347	8,338,325	9,159,834	8,166,296
Less: GST receivables	–	(6,308)	–	(6,308)
Less: Deferred grant receivable	(243,144)	–	(243,144)	–
Total financial assets carried at amortised cost	9,629,237	8,967,464	9,891,279	9,850,107

The RICE Company Limited and its subsidiaries

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

7. Trade and other receivables (cont'd)

(i) Third parties

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

(ii) Expected credit loss

The movement in allowance for expected credit losses of trade receivables are as follows:

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Movement in allowance accounts:				
At the beginning of the year	1,473	8,279	1,473	8,279
Charge/(reversal) for the year	20,220	(6,806)	10,981	(6,806)
At the ending of the year	21,693	1,473	12,454	1,473

(iii) Amounts due from subsidiaries

The amounts are unsecured, non-interest bearing, repayable upon demand and are to be settled in cash.

8. Cash and cash equivalents

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cash at banks and on hand	4,410,330	4,065,710	4,224,817	3,893,681
Fixed deposits	4,935,017	4,272,615	4,935,017	4,272,615
Cash and bank balances	9,345,347	8,338,325	9,159,834	8,166,296

For the consolidated statement of cash flow, cash and cash equivalents comprise the following at the end of the financial year:

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cash and bank balances	9,345,347	8,338,325	9,159,834	8,166,296
Less: Deposits with maturities exceeding 90 days	(4,327,867)	(3,670,346)	(4,327,867)	(3,670,346)
Cash and cash equivalents	5,017,480	4,667,979	4,831,967	4,495,950

The RICE Company Limited and its subsidiaries

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

8. Cash and cash equivalents (cont'd)

The Group and Company's weighted average effective interest rates at the reporting date were as follows:

	Interest rate (% per annum)	
	2021	2020
Short-term deposits	0.10 – 1.90	0.80 – 1.95

The Group and Company's average remaining maturity as at the end of the financial year were as follows:

	Maturity (days)	
	2021	2020
Short-term deposits	1 – 180	1 – 180

9. Trade and other payables

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Trade payables				
Third parties	46,342	139,079	41,467	96,144
Other payables				
Third parties	128,023	256,411	22,546	127,951
Loan from a shareholder	40,000	–	–	–
GST payables	1,088	–	1,088	–
Accrued operating expenses	383,670	348,719	352,769	289,811
Amount due to subsidiaries	–	–	–	233,604
Deferred grant income	184,604	273,261	172,184	257,633
	737,385	878,391	548,587	908,999
Total trade and other payables	783,727	1,017,470	590,054	1,005,143
Less: GST payables	(1,088)	–	(1,088)	–
Less: Deferred grant income	(184,604)	(273,261)	(172,184)	(257,633)
Total financial liabilities at amortised cost	598,035	744,209	416,782	747,510

The RICE Company Limited and its subsidiaries

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

9. Trade and other payables (cont'd)

(i) Trade payables

The amounts are non-interest bearing and are normally settled on 30 days (2020: 30 days) term.

(ii) Loan from shareholder of a subsidiary

The amount is non-interest bearing, unsecured and has no fixed term of repayment.

(iii) Amounts due to subsidiaries

The amounts are unsecured, non-interest bearing, repayable upon demand and are to be settled in cash.

10. Grants received in advance

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cultural Matching Fund ("CMF")	1,707,186	1,158,920	1,657,059	1,108,871

As the expenditure has not been incurred as of the end of the reporting period, the amounts are recognised as grants received in advance.

11. Deferred capital grants

	Group and Company	
	2021	2020
	\$	\$
At the beginning of the financial year	1,373,685	1,840,688
Less: Amortisation of deferred capital grants	(342,859)	(467,003)
At the end of the financial year	1,030,826	1,373,685
Deferred capital grants - current	372,713	403,823
Deferred capital grants - non-current	658,113	969,862
	1,030,826	1,373,685

The RICE Company Limited and its subsidiaries

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

12. Lease liabilities

	Group and Company	
	2021	2020
	\$	\$
Current	318,735	540,090
Non-current	1,259,541	1,578,276
	1,578,276	2,118,366

The reconciliation of lease liabilities arising from financing activities is as follows:

	At the beginning of the year	Cash flows	Non-cash		At the end of the year
	\$	\$	Accretion of interests	Others	\$
			\$	\$	
2021					
Current	540,090	(637,233)	97,143	318,735	318,735
Non-current	1,578,276	–	–	(318,735)	1,259,541
	2,118,366	(637,233)	97,143	–	1,578,276
2020					
Current	528,418	(654,879)	126,461	540,090	540,090
Non-current	2,118,366	–	–	(540,090)	1,578,276
	2,646,784	(654,879)	126,461	–	2,118,366

The "Others" column relates to reclassification of non-current portion of lease liabilities due to passage of time.

13. Provision for reinstatement

	2021	2020
	\$	\$
Site restoration	287,022	429,990

The Company has an obligation to dismantle and remove structures on office and restore those sites at the end of the lease term to an acceptable condition.

For these offices, the liabilities for dismantling, removal and restoration costs are recognised at the present value of the estimated future expenditure using existing technology and current prices and discounted using an appropriate discount rate.

The present value of the estimated costs is capitalised as part of the asset and a corresponding provision is recognised as a liability. The capitalised cost is depreciated over the expected life of the right-of-use assets.

The RICE Company Limited and its subsidiaries

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

13. Provision for reinstatement (cont'd)

The unwinding of the discount in the provision is included as finance costs in the statement of comprehensive income. Any change in the present value of the estimated expenditure is reflected as an adjustment to the provision.

While the provision is based on the best estimate of future costs and the economic lives of the affected assets, there is uncertainty regarding both the amount and timing of these costs. The estimates are reviewed on an annual basis or when there is an indication of a material change in circumstances.

14. Donations

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Tax deductible	354,178	500,418	354,178	500,418
Non-tax deductible	247,984	47,687	247,984	39,567
Total donations	602,162	548,105	602,162	539,985

15. Fund-raising event income

	Group and Company	
	2021	2020
	\$	\$
Tax deductible	1,098,880	1,092,968
Non-tax deductible	255,977	265,561
Total fund-raising event income	1,354,857	1,358,529

16. Other income

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Wages credit income	32,191	17,572	32,191	17,572
Miscellaneous income	19	320	19	320
Bank interest	44,994	72,303	44,994	72,303
Café income	29,820	171,091	29,820	171,091
Rent concession	170,008	—	170,008	—
Others	67,830	58,359	7,640	6,484
	344,862	319,645	284,672	267,770

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For the financial year ended 31 March 2021

17. Staff and related expenses

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Employee benefits expense (including key management personnel)				
Salaries, bonuses, and other related costs	2,293,727	2,307,590	2,062,537	1,973,875
CPF contributions	302,582	368,982	268,644	261,902
	2,596,309	2,676,572	2,331,181	2,235,777

The details of remuneration for key management personnel of the Group and the Company during the year are as follows:

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Salaries, bonuses, and other related costs	788,391	821,592	671,538	674,330
CPF contributions	61,206	62,297	46,340	43,341
	849,597	883,889	717,878	717,671

The number of key management personnel of the Group and the Company whose total remuneration during the financial year fell within the following bands is analysed as follows:

	Group		Company	
	2021	2020	2021	2020
\$100,000 to \$200,000	2	1	1	1
\$200,001 to \$300,000	1	1	1	1
\$300,001 to \$400,000	1	1	1	1
	4	3	3	3

All key management personnel sit on the Board and remunerated as a staff. No Board members receives remuneration for its Board services.

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18. Other operating expenditure

The following items have been included in other operating expenditure:

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Bad debts written off	11,709	3,834	11,709	3,834
Gain on disposal of plant and equipment	—	(295)	—	—
Plant and equipment written off	19,071	8,278	19,071	8,278
Allowance for/(Reversal of) expected credit loss	20,220	(6,806)	10,981	(6,806)
Communication expenses	20,645	21,297	20,645	19,256
Café expenses	121,843	205,227	121,843	205,227
GST expense	54,417	58,924	54,417	58,924
Professional fees	75,127	201,354	80,127	87,065
Minor assets expensed off	5,062	5,306	5,062	5,188
Staff welfare and development	14,222	31,751	14,222	27,560

19. Interest expense

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Interest expense on lease liabilities	97,143	126,461	97,143	126,461
Bank charges	—	27	—	—
	97,143	126,488	97,143	126,461

20. Government grants

	Group		Company	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cultural Matching Fund	1,379,077	2,332,995	1,370,835	2,305,938
Job support scheme	707,706	—	707,706	—
Other government grants	281,052	9,320	200,058	5,000
	2,367,835	2,342,315	2,278,599	2,310,938

Cultural Matching Fund ("CMF") received are from Ministry of Culture, Community and Youth ("MCCY"). Other government grants relate to project funding from National Art Council ("NAC"), Children for Children 2020 grant and Charitrees 2020 grant. Contributions received are to be utilised for the operating needs of the Company. In the opinion of the directors, there are no unfulfilled conditions or contingencies attached to these grants.

The RICE Company Limited and its subsidiaries

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

21. Income tax

The major components of income tax expense/(credit) for the financial years ended 31 March are:

	Group	
	2021	2020
	\$	\$
Current income tax:		
Current year	290	—
Over provision in respective of previous years	—	(153)
	290	(153)

Relationship between tax expense/(credit) and accounting profit

A reconciliation between tax expense/(credit) and the product of accounting loss multiplied by the applicable corporate tax rate for the financial years ended 31 March are as follows:

	Group	
	2021	2020
	\$	\$
Profit/(loss) before taxation	578,250	(125,717)
Tax at statutory rate of 17% (2020: 17%)	98,303	(21,372)
Non-deductible expenses	1,102	1,173
Income not subject to tax	(6,629)	—
Utilisation of the losses that DTA are not recognised previously	(12,887)	—
Deferred tax asset not recognised	—	60,294
Tax effects from entities with tax exemption*	(78,729)	(40,095)
Income tax rebate	(870)	—
Over provision in respective of previous years	—	(153)
	290	(153)

* The Company and its subsidiary, Global Cultural Alliance Pte Ltd are exempted from tax in accordance with Section 13(1)(zm) of the Singapore Income Tax Act.

At the end of the reporting period, the Group has tax losses of approximately \$571,000 (2020: \$645,000) that are available for offset against future taxable profits of the Group in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the subsidiaries operate.

The RICE Company Limited and its subsidiaries

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22. Related party transactions

An entity or individual is considered a related party of the Company for the purpose of the financial statements if (i) it possesses the ability (directly or indirectly to control or exercise significant influence over the operating and financial decisions of the Company or vice versa); or (ii) it is subject to common control or common significant influence.

In addition to related party transactions disclosed elsewhere in the financial statements, the following significant related party transactions took place between the Company and related parties based on terms agreed between the parties:

	Company	
	2021	2020
	\$	\$
Management fees received from subsidiary companies	63,236	210,000
Management fees paid to subsidiary companies	(170,667)	(349,000)

23. Leases

The Group has lease contracts for office premise and office equipment used in its operations. There are several lease contracts that include extension and termination options. In previous financial year, the Group had a lease of office premise with lease terms of 12 months or less. The Group applies the 'short-term lease' recognition exemptions for the lease.

(a) Right-of-use assets

The carrying amounts of right-of-use assets recognised in Note 5.

(b) Lease liabilities

The Company's lease liabilities are disclosed in Note 12.

(c) Amounts recognised in profit or loss

	2021	2020
	\$	\$
Depreciation expense of right-of-use assets	580,540	644,286
Interest expense on leases liabilities	97,143	126,461
Expense relating to short-term leases	–	1,766
Total amount recognised in profit or loss	677,683	772,513

(d) Total cash outflows

	2021	2020
	\$	\$
Payment of principal portion of lease liabilities	637,233	528,418
Interest paid on lease liabilities	97,143	126,461
Cash outflow relating to short-term leases	–	1,766
	734,376	656,645

The RICE Company Limited and its subsidiaries

Notes to the financial statements
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24. Financial risk management objectives and policies

The Group and the Company is exposed to financial risks arising from its operations and the use of financial instruments. The Group's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Group. The key financial risks arising from the Group's financial instruments are liquidity risk and credit risk.

The Group does not hold or issue derivative financial instruments for trading purposes. The board reviews and agrees policies for managing each of these risks and they are summarised below:

(a) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with:

- Customers of appropriate credit standing and history, and obtaining sufficient collateral or buying credit insurance where appropriate to mitigate credit risk; and
- High credit quality counterparties of at least an 'A' rating by external credit rating companies

The counterparty's payment pattern and credit exposure are continuously monitored at the entity level by the management. There are no significant concentrations of credit risk, whether through exposure to individual customers.

Trade receivables

The Group uses a provision matrix to measure the lifetime expected credit loss allowance for trade receivables.

In measuring the expected credit losses, trade receivables are grouped based on shared credit risk characteristics and days past due. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified the gross domestic product ("GDP") and adjusts the historical loss rates based on expected changes in these factors.

Trade receivables are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. The Group considers a financial asset as default if the counterparty fails to make contractual payments within 120 days when they fall due and writes off the financial asset when a debtor fails to make contractual payments greater than 365 days past due.

Where receivables are written off, the Group continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

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

24. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

Trade receivables (cont'd)

The Group's and the Company's credit risk exposure in relation to trade receivables under FRS 109 as at 31 December are set out in the provision matrix as follows:

	Trade receivables					
	Days past due					
Group	Not past due	≤30 days	31 - 60 days	61 - 90 days	> 90 days	Total
31 March 2021						
Total gross amounts	5,028	25,542	18,935	3,695	5,083	58,283
ECL	—	(380)	(12,632)	—	(73)	(13,085)
						<u>45,198</u>
31 March 2020						
Total gross amounts	—	39,585	13,637	737	15,139	69,088
ECL	—	—	—	—	(1,473)	(1,473)
						<u>67,625</u>
Company						
31 March 2021						
Total gross amounts	128	14,542	13,935	3,695	—	32,300
ECL	—	—	(12,454)	—	—	(12,454)
						<u>19,846</u>
31 March 2020						
Total gross amounts	—	8,581	7,127	470	5,703	21,881
ECL	—	—	—	—	(1,473)	(1,473)
						<u>20,408</u>

The RICE Company Limited and its subsidiaries

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

24. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash and the availability of funding through an adequate amount from government grants to meet obligations when due and the ability to close out market positions at a short notice. At the statement of financial position date, assets held by the Group and the Company for managing liquidity risk included cash and short-term deposits as disclosed in Note 8.

Management monitors cash and cash equivalents (Note 8) of the Group and the Company on the basis of expected cash flows. This is generally carried out at local level in the operating companies of the Group in accordance with the practice and limits set by the Group. In addition, the Group's liquidity management policy involves projecting cash flows and considering the level of liquid assets necessary to meet these obligations, monitoring liquidity ratios and maintaining debt financing plans.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

	One year or less S\$	One to five years S\$	More than five years S\$	Total S\$
31 March 2021				
Group				
Trade and other payables	783,727	—	—	783,727
Lease liabilities	318,735	982,752	276,789	1,578,276
Total undiscounted financial liabilities	<u>1,102,462</u>	<u>982,752</u>	<u>276,789</u>	<u>2,362,003</u>
Company				
Trade and other payables	590,054	—	—	590,054
Lease liabilities	318,735	982,752	276,789	1,578,276
Total undiscounted financial liabilities	<u>908,789</u>	<u>982,752</u>	<u>276,789</u>	<u>2,168,330</u>

The RICE Company Limited and its subsidiaries

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

24. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk (cont'd)

	One year or less S\$	One to five years S\$	More than five years S\$	Total S\$
31 March 2020				
Group				
Trade and other payables	744,209	—	—	744,209
Lease liabilities	637,233	1,360,337	450,263	2,447,833
Total undiscounted financial liabilities	1,381,442	1,360,337	450,263	3,192,042
Company				
Trade and other payables	747,510	—	—	747,510
Lease liabilities	637,233	1,360,337	450,263	2,447,833
Total undiscounted financial liabilities	1,384,743	1,360,337	450,263	3,195,343

25. Fair value of assets and liabilities

Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are repriced to market interest rates on or near reporting date.

	Note
Trade and other receivables (current)	7
Trade and other payables (current)	9

The RICE Company Limited and its subsidiaries

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

26. Reserves policy

	Group		Company	
	2021 \$	2020 \$	2021 \$	2020 \$
Unrestricted Funds (Reserves)				
- General Fund	(604,207)	(1,332,217)	828,066	526,757
Restricted Funds (Reserves):				
- Budding Artists Fund	5,991,105	6,141,086	5,996,145	6,146,126
- Sing50	1,008,009	1,020,571	1,008,009	1,020,571
Total funds	6,394,907	5,829,440	7,832,220	7,693,454
Total expenditure	5,120,622	6,202,983	5,152,238	5,899,109
Ratio of reserves to annual operating expenditure	1:0.80	1:1.06	1:0.66	1:0.77

The reserves that the Group have set aside provide financial stability and the means for the development of its principal activities.

The board of directors regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil the Group's continuing obligations.

27. Authorisation of financial statements

The financial statements of the Group for the financial year ended 31 March 2021 were authorised for issue in accordance with a resolution of the directors on 26 November 2021.

TRCL (The RICE Company Ltd) is a not-for-profit organisation and registered charity with IPC (Institutions of a Public Character) status. TRCL seeks to harness the potential of the arts to benefit under-served children and youths in the community. TRCL manages The Business Times Budding Artists Fund, arts training centres (The Little Arts Academy and 10 Square Youth) and two wholly-owned subsidiaries (Global Cultural Alliance Ltd and Millet Holdings Pte Ltd).

Every effort was made to ensure the accuracy of the annual report. We would appreciate notification of any errors or omissions in order to correct our records. To report errors or omissions, please contact Yu-Ming Siow, Head, Marketing and Communications, at yumingsiow@trcl.sg.

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