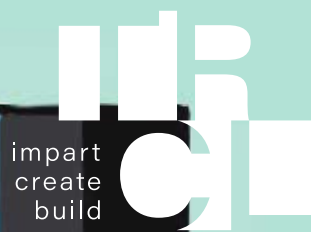


# ANNUAL REPORT 2021



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## A Message from Our CEO and Board Of Directors

As Singapore gradually emerged from the pandemic, 2021 was a year marked by constant change as the nation sought to come to terms with what has now become part of daily vocabulary — the “new normal”.

For a while, it seemed as though nothing would ever be the same again. And more than before, as one year slipped into the next, the pandemic surfaced needs and issues which perhaps in the past, had been overlooked or scant attention paid to by many.

Moreover, the various new movement restriction policies that were implemented as the country adapted to the changing face of the pandemic further heightened awareness of the needs of the community and our beneficiaries.

In this, we continued to expand the scope our *#Engage Initiative* launched in 2020 which aimed to bridge the digital divide and to provide the necessary resources for the underserved to cope during this period. As the activities of the following pages will show, we continued to work towards that equilibrium where we could still continue to engage our beneficiaries meaningfully online while at the same time ensuring the learning was not compromised.

The lessons learnt and the pivoting of the organization to embrace digital technology as one of our core modes of operation in 2020 came to fruition in 2021, with more projects in that field, expanding and establishing the organization in the digital space. This capacity building would, as the year proceeded, stand the company in good stead, opening many opportunities for our beneficiaries.

Throughout this time, we also continue to engage with the community through new means, to cite but two: the publication of the book *Instant Comfort: A Collective Memory* saw us working with individuals from all walks of life to gather their favourite memories of instant noodles, while the inaugural *13-19 Art Prize* for young visual arts talents proved a first in the scene i.e. it was possibly the first or one of the few visual arts competitions exclusively for those between 13 and 19 years of age. These two initiatives opened up new vistas for the organisation and new communities which we could work with and further our belief of the arts as an intervention to alleviate the condition of the underserved.

Both of the above also served as fundraisers and in this, they are affirmation of the continued support of individuals and corporations in our cause.

In this then, amidst a 2021 of flux however, the one thing that remained constant was the continued support of partners and supporters from all segments of society such as you.

Your constant support and belief to serve those in need, and to see the arts as a means which provides opportunities for either self-discovery or self-care has enabled us, jointly together, to empower the young to become 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

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), located in Northpoint City, Yishun. Youth from 13 to 19 years train as part of 10 Square Youth at 10 Square, located in Orchard Central.

### Create

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

### Build

We build communities by creating and managing spaces, both physical and digital, that embody the needs and aspirations of those around us – the Children, the Youth, Arts and Culture, Creatives, and the Enterprising. Our spaces include 10 Square located in Orchard Central, and The Little Arts Academy North Campus I and II in Northpoint City, Yishun, and Tekka Place.



# Highlights: New Initiatives



## 13-19 Art Prize

Launched in May 2021, the 13-19 Art Prize is an annual art competition which seeks to recognise and celebrate young art talents in Singapore, while also imparting values of giving-back to the community to support their peers from disadvantaged backgrounds through the arts.

See page 15 for more details.



## Melaka / Korat Webinars

While international travel restrictions were still in place, the organisation continued to explore possibilities and engage with counterparts through online and digital platforms in anticipation of the re-opening of borders and resumption of international travel. As part of the organisation's continued plans to engage in cross cultural dialogue and remain in contact with the region, Global Cultural Alliance curated a series of six webinars with practitioners across all sectors in Melaka to examine current issues, explore opportunities and also exchange learning points on how the peoples of Singapore and Melaka coped with the pandemic.

The organisation also looked further north to Thailand with two webinars on opportunities in Nakhon Ratchasima region.

See page 18 for more details.

## Instant Comfort — A Collective Memory

Featuring stories of instant noodles from people all across Singapore, Instant Comfort: A Collective Memory, celebrates instant noodles as a means of survival and as a source of comfort in the darkest hours. Following the launch of the book in August 2021, proceeds from the sale of the book went toward BT BAF.





## Our Funds

# The Business Times Budding Artists Fund

**EMPOWERING YOUNG LIVES  
SUPPORTING YOUNG DREAMS  
LEAVE NO CHILD BEHIND**

### Empowering Young Lives

Initiated in 2004 and adopted by The Business Times in 2005, The Business Times Budding Artists Fund (BT BAF) empowers children and youth from financially disadvantaged backgrounds, helping them gain self-confidence, a sense of purpose and community through the arts.

The fund gives them access to training programmes and resources for them to fulfil their potential, hone their creativity, and develop creative thinking, skills which are also applicable in daily life.

### Supporting Young Dreams

Through support from BT BAF, beneficiaries are able to attend arts training courses, gain access to production facilities and art materials and participate in performances and exhibitions, without any cost to them. The fund also supports beneficiaries who participate in international exams like ABRSM.

Our beneficiaries stage and participate in at least two productions annually. The fund gives them the opportunity to hold visual arts exhibitions, participate in arts-related projects with partners and engage in various community give back events. Through the support of our partners, our beneficiaries also have opportunities to perform at various events and showcases.



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.



# #Engage



The #Engage Initiative by TRCL aims to build a digitally inclusive society through: Providing digital devices for vulnerable children, developing original arts and culture programmes that engender creativity, inspire the acquisition of new skills and impart wholesome values, and developing online arts festival platforms that showcase the creativity and voices of children and youth to the community.

Since its launch in 2020, the #Engage Initiative has reached out to over 1,350 children and youths across 74 primary and secondary schools in Singapore.

## Impart Knowledge



### The Little Arts Academy (LAA)

Located in Northpoint City in Yishun, LAA offers a six-month multidisciplinary art course which exposes children aged 6 to 12, to the basic aspects of dance, music, theater, visual arts, and tech+arts, followed by an 18-month course where beneficiaries can choose to specialise in one art form.



### 10 Square Youth

Located at Orchard Central, 10 Square Youth offers a two-year Arts Incubation Program (AIP) aimed at cultivating performance-oriented skills and imparting industry knowledge for youth aged 13 to 19 years. The centre also provides alumni with a platform to give back by supporting LAA and 10 Square Youth productions.

### ComLink Digital Engagement

"On the Trail of The Missing Stone", features a game consisting of various technologies and how diverse tech can engage young children throughout the pandemic.

The tech explored consist of Chromakey, 360 photo stitching, Augmented Reality tech.



### Art Amaze (#Engage)

A mini digital programme was developed in-house to get kids and adults interested in Virtual Reality and 3D art-making.

Initiated and supported by the #Engage Fund, the pilot edition of 'Art-A-Maze' on 27 March 2022 at Tekka Place, children and teens were introduced to 'Open Brush', which allowed them to paint in 3D space with virtual reality. Thereafter, the participants went on a mission to retrieve stolen 3D art paintings in a gallery maze while evading laser beams.



# Impart Values



## Earth/Sea 2021

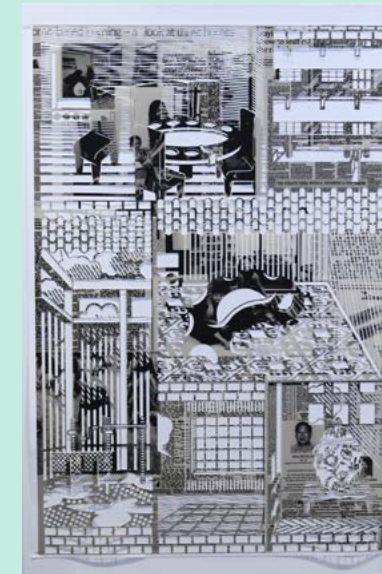
Supported by ERA, Earth/Sea was a charity art exhibition featuring original works by our beneficiaries, specially curated for the newly renovated Everyday@ERA — the largest co-working space that empowers real estate salespersons in Singapore. Partnering with BT BAF and LivingWithArt Singapore, the exhibition sought to empower children and youth with opportunities to discover and develop their creative potential, and do its part in being a driving force for change. All proceeds from the sale of the works went toward BT BAF.

The theme of Earth/Sea alludes to the celebration of life where every person regardless of race, language or religion lives in harmony and draws awareness of the social issues that may affect our environment.

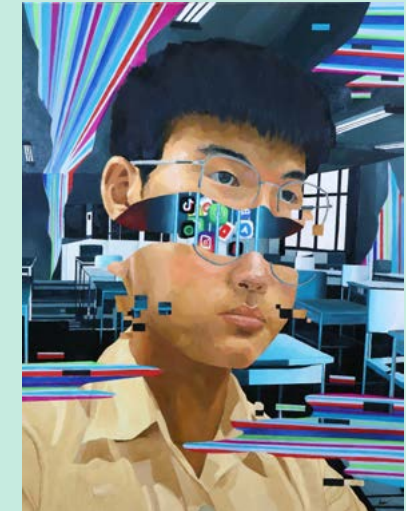
The Day The Sun Fell by Lee Shimin



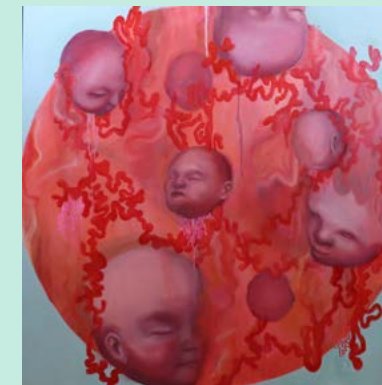
Home by Yeo Jun Jie Lucius



Monotony by Chua Rui Yan



Regrown by Pan Jiayao



Beyond the Gender Binary by Valentia Tan



Balancing Me by Mervyn Chan

Our True Heroes by Elodie Guillet

## 13-19 Art Prize 2021

Launched in 2021, the 13-19 Art Prize is an annual art competition which seeks to recognise and celebrate young art talents in Singapore, while also imparting values of giving-back to the community to support their peers from disadvantaged backgrounds through the arts.

Winning works from the 13-19 Art Prize (both canvas and digital) are exhibited and auctioned to raise funds for The Business Times Budding Artists Fund (BT BAF). Adopted by The Business Times in 2005, BT BAF has reached out to over 20,000 children and youth from financially disadvantaged backgrounds, empowering them to pursue their dreams and fulfil their potential in the arts. The fund provides structured arts training programmes at two arts training centres managed by TRCL, The Little Arts Academy and 10 Square Youth.



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, Global Cultural Alliance Ltd (GCA), a wholly-owned subsidiary of TRCL was set up in 2014 to drive content development and employment opportunities that will allow local industry players and businesses to gain greater access into regional markets.

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.

As part of the curriculum at our academies, The Little Arts Academy and 10 Square Youth, students also create content in the form of mid-year and year-end productions to showcase the skills they have learnt.

# Create Content

Through commissioned projects, GCA is able to partner with various community organisations to create meaningful content which seeks to uplift the different facets of society. Be it the elderly, those with disabilities or those with experience of incarceration, GCA has been able to play a part in providing a platform to promote integration, connectivity, and positivity, through projects like fundraising concerts, exhibitions, and short films.

Some commissioned projects include:



## Being Silver

Global Cultural Alliance was the executive producer of 'Being Silver', a documentary film which was commissioned as part of St. Luke's Hospital's 25<sup>th</sup> Anniversary. The film, which premiered on 15 Oct 2021, featured five inspirational individuals aged 65 and above, and aimed to raise awareness on staying fit and ageing well in one's silver years, as well as inspire a positive mindset towards ageing.



## Sunburst

Inspired by the phenomenon of sympathetic vibration or resonance, Sunburst 2021 was a virtual performance centered on the theme of #goodvibes, and celebrated the friendships and lives that Sunburst has touched since it began in 2017.

GCA continued to serve as executive producer for Sunburst 2021, working closely with the Muscular Dystrophy Association of Singapore (MDAS) and the School of the Arts (SOTA) to produce a three-part webisode series, which sought to encapsulate and portray the connections formed since the beginning of Sunburst. It also explored the adventure into the unknown in artistic collaborations between new friends, as well as the initial feelings of nervousness and curiosity between strangers blossoming into a lifetime of friendship.



## LAA 13<sup>th</sup> Anniversary Production: Guardians of the Red Gem

Inspired by three classic Singapore folk tales, this production looked at how the heroes from each tale came together to save Singapura from a disease. 'Guardians of the Red Gem' was performed by students from various genres from the Little Arts Academy.

In preparation for the production, BT BAF alumni returned to teach the present cohort of dance students. The illustrations and music used in this production was also created by the students. 'Guardians of the Red Gem' was livestreamed on LAA's Facebook and YouTube Page on 26 November 2021.



## 10 Square Youth Anniversary: Between Two Giants

An original modern fable set in a dystopian world, 'Between Two Giants' was about two giants whose insatiable appetite threatened to drive the human race to utter devastation. Through multi-faceted storytelling, this performance explored how society and individuals react to divisive threats, both internal and external. This approach encouraged inventive and imaginative approaches to dramatic work with the performer playing a dual role as both both character and narrator.

The anniversary production is an annual project where students from 10 Square Youth will work together on a compelling story, come together from different genres, try out a genre different from their own and explore the world of show production.



## Routes Exhibition

From 21 Oct – 2 Nov 2021, GCA held the inaugural art exhibition of artists and artist mentors of CANVAS, a collective of aspiring visual art talents who were trained at Visual Arts Hub (VAH) of Changi Prison.

The exhibition, titled ROUTES, featured 15 works by CANVAS artists which explored themes that are synergistic between the location and the personal lives of the artist themselves. These are the idea of "fruits", referencing Orchard Road's history as a former fruit orchard and the idea of how we bear the 'fruits' of our actions or that actions do bear fruit. The second is the idea of "journey", referencing Orchard Road as the main thoroughfare and the pathways and the symbolic roads in life which the artists have taken since their experience of incarceration.

The works by the artist mentors are responses to the 15 works.

Founded on the belief art is a powerful tool for rehabilitation, ROUTES serves as a platform to celebrate the journeys taken by talents formerly of VAH, who upon their return to society have faced some challenges with re-integration and lack access to avenues for them to continue their practice and further their art. In this, we hope that viewers will be inspired by the works created by this refreshing community of artists.

Founded in 2019, CANVAS seeks to provide a support function to artistically gifted persons with previous experiences of incarceration.



# Create Networks



## SG-Melaka Webinars

With International Travel still limited, Global Cultural Alliance curated a series of six webinars to engage with practitioners across all sectors in Melaka. The webinars sought to examine current issues, explore opportunities and also exchange learning points on how the peoples of Singapore and Melaka coped with the pandemic.

Ranging from topics that look at the value of being a UNESCO World Heritage Site to myths and legends and the future plans of the city of Melaka, these webinars aimed to foster closer ties between Singapore and Melaka and explore how new collaborations between the people of both cities can bring forth a new chapter with a twist in the region's history.

The webinars were a programme of Prime 53, organised by The Medici Watermark, and curated by Global Cultural Alliance.



## SG-Korat Webinars

Looking further north, GCA was also involved in a webinar series which took a look at Korat, the largest province and one of the most prosperous in Thailand. Titled *Korat as a crossroad in the 21st Century*, the webinar looked into the rich culture and history of Korat as a gateway to the Isan region in north-eastern Thailand and an intersection of Thai, Khmer and Lao cultures.

Featuring experts in the field, this webinar served as an introduction to Korat, looking at Korat's rich heritage, its myths and legends, natural resources and how a Singapore-Korat relationship could further strengthen ties between the peoples of Thailand and Singapore.

# Meeting Needs Collaborative Projects Fundraising with Mutual Compassion Mental Health and Wellness Programmes

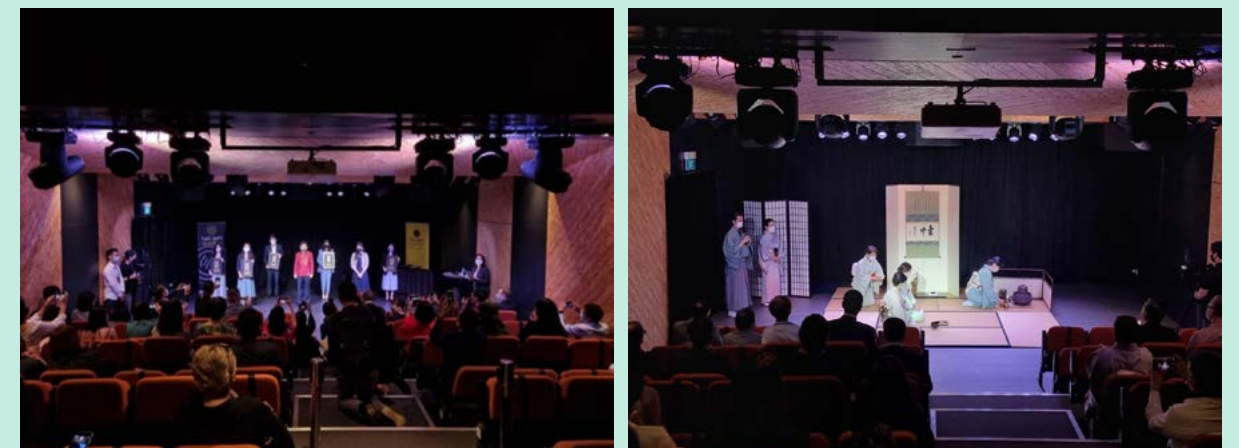
## Meeting Needs



## StreamCloud services

Formed at the height of the pandemic in 2020, StreamCloud, in its second year has continued to serve the community by providing livestream and video services for events.

Some projects they were involved in:



National Youth Leaders Presentation livestream (Halogen Foundation)

Culture x Japan x Tea livestream & video recording (Uransanke)



# Collaborative Projects

## Citibank Calendar Project

Citibank Singapore collaborated with beneficiaries of BT BAF for a 7th year in 2022 for their corporate calendar project. Themed 'We Succeed Together', The beneficiaries created artworks for the calendar using the Tilt Brush and VR Technology. Citibank Singapore successfully launched the Citibank Calendar for the year 2022 via Zoom.

Through this project, beneficiaries were able to reflect on the significance of supporting one another in a community and express that through their artwork. Through such collaborations with corporates, the organisation was able to connect our beneficiaries with the community and industry who could provide them with growth and learning opportunities.

## JCCI Exchange

As part of this collaboration, 15 students aged 10 to 16 from The Little Arts Academy (LAA) in Singapore and 16 children aged six to 14 from the Misono-Kodomo-no-le Foster Home in Kanagawa, Japan participated in the JCCI Digital Exchange, organised by TRCL and supported by Non-Profit Organisation Little Creators (NPO Little Creators).

The programme blends visual arts with technology, and included two combined Zoom sessions, several visual arts classes and a few technology-based classes. The children collaborated to produce a video with stop-motion elements for virtual reality viewing.

# Mental Health and Wellness Programmes



## Rejuvenate

Between April and December 2021, TRCL organised 14 sessions of its regular art and wellness programme series, Rejuvenate. These took the form of both in-person and online formats. Held twice a month till September and once a month thereafter, activities conducted ranged from dance movement therapy to watercolour art-making and bullet journaling.

# Fundraising With Mutual Compassion



## Children for Children 2021: Love Triumphs

Jointly organised by not-for-profit arts organisation TRCL, CHIJ Kellock, The Business Times and Resorts World Sentosa, CFC 2021 saw 1000 children receive a pair of tickets each to enjoy Adventure Cove Waterpark at their own time during the year-end school holidays. Each child also received a goodie bag filled with exciting treats like food vouchers and traditional game sets to add to their day of fun.

CFC 2021 aimed to encourage children to remain resilient and care for one another through a special 20-minute online video written and performed by students from Kellock CHIJ (Primary) with original music by beneficiaries of The Business Times Budding Artists Fund (BT BAF) titled "Love Triumphs." The video talks about the importance of peer support and acts of extending a helping hand to those in need to overcome adversity. The video featured talents from CHIJ Kellock and beneficiaries of BT BAF.

## ChariTrees 2020

ChariTrees 2021 saw Marina Bay Waterfront Promenade glow up with 30 specially-designed Christmas trees from 19 November to 26 December 2021. Themed Tales of the Future, *ChariTrees 2021* sought to celebrate Singapore's future-ready mindset and optimism. The movement highlighted the efforts of ten community heroes who have in their own way, empowered the underserved through providing educational platforms and opportunities for growth. This 11<sup>th</sup> edition of ChariTrees raised a total of \$315,000 for the #Engage initiative by TRCL, Samaritans of Singapore (SOS), and the SOTA Endowment Fund (SOTA EF). In line with its focus on the future, in addition to two new tree designs, one of the four tree designs was co-designed by a 13-year-old first year visual arts student from the School of the Arts Singapore (SOTA), Ms Choi Minjoo. The launch event on 19 November was graced by President Halimah Yacob which saw the broadcast of musical performances by students from SOTA and the Singapore Police Force Band.

## ChildAid 2021: Virtuoso

ChildAid 2021 marked the 17<sup>th</sup> edition of the annual fundraising concert, and the second time which GCA has been involved as executive producer. The concert was also a fundraiser for The Straits Times School Pocket Money Fund (STSPMF) and The Business Times Budding Artists Fund (BT BAF).

As the first live concert since the pandemic in 2020, ChildAid 2021, reinforced its position as a premier platform for gifted young talents who wish to inspire, showcase their art and contribute to society. With the theme, Virtuoso, ChildAid 2021 sought to feature the skills and passions of Singapore's new generation of young talents who are set to bring the arts scene into the future.



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

S\$250,000 and above

United Overseas Bank Limited (ChildAid Concert 2021 fundraiser)

S\$100,000 to S\$249,999

Anonymous  
Citibank N.A. Singapore (ChildAid Concert 2021 fundraiser)  
Garena Online Pte Ltd

\$10,000 to \$99,999

Anonymous  
Arrowcrest Teechnologies Pte Ltd  
BNP Paribas Foundation  
CapitaLand Hope Foundation  
Certis CISCO Security Pte Ltd  
Corwin Holding Pte Ltd  
CWT Pte. Limited  
Hong Leong Foundation  
NTUC FairPrice Foundation Limited  
OCBC BANK  
OUE Limited  
Pavilion Capital International Pte Ltd  
Perennial Holdings Private Limited  
Richvein Pte Ltd  
Singapore Press Holdings Foundation Ltd  
The Community Foundation of Singapore - Mind the Gap Fund  
The Hour Glass Limited  
V3 Brands (Singapore) Pte Ltd

Individual Donors

S\$5,000 and above

Anonymous (2)  
Dave Kang Song Chua  
Dilhan Pillay Sandrasegara  
Edy H.T  
Lee Lung Nien  
Lim Keong wee  
Tan June Teng Colin  
William Koh Chee Wei

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.



Governance

Code of Governance Evaluation Checklist for the Year Ended 31 March 2022

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.	1.1.2	Complied	
	Are there governing board members holding staff* appointments?		Yes	
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.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		No	
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		
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*.	5.5	Complied	
	Are there volunteers* serving in the charity?		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	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
22	Did the charity receive cash donations (solicited or unsolicited) during the year?	7.2.2	Yes	
	All collections received (solicited or unsolicited)are properly accounted for and promptly deposited by the charity.		Complied	
	Did the charity receive donations-in-kind during the year?		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	Disclosure is in the Audited Financial statement which forms part of the Annual Report
	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	
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 FY21
Jennie Chua	26-Mar-14	Chairman	4/4
Alvin Tay	26-Mar-14	Deputy Chairman	4/4
Colin Goh	26-Mar-14	Ex-officio Member	4/4
Genii Koh	17-Aug-20	Member	4/4
Kelvin Tan	1-May-15	Member / Chairman, Whistleblowing Unit	4/4
Lim Yeong Seng	1-May-15	Member / Audit Advisor	4/4
Pius Tan	1-Sep-17	Member / Chairman, Finance Committee	4/4
Wong Wei Kong	1-Sep-17	Member	4/4

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.



# Annual Financial Statements

## 31 March 2021

### The RICE Company Limited and its subsidiaries

#### Directors' statement For the financial year ended 31 March 2022

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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 2022.

#### 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 2022 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 Teck Hong  
 Wong Wei Kong  
 Genii 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 1967.



**The RICE Company Limited and its subsidiaries**

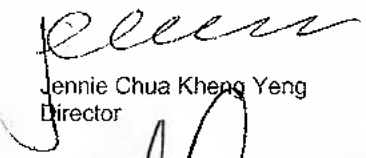
**Directors' statement  
For the financial year ended 31 March 2022**

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**Auditor**

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

On behalf of the board of directors:

  
Jennie Chua Kheng Yeng  
Director

  
Colin Soh  
Director

Singapore  
29 September 2022

**The RICE Company Limited and its subsidiaries**

**Independent auditor's report  
For the financial year ended 31 March 2022**

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

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**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 2022, 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 1967 (the Act), the Charities Act 1994 (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 2022 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 Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Other information**

Management is responsible for 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 2022

## 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 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 Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

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

## Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the 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 2022

## 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.

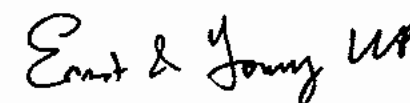
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## 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 corporations incorporated in Singapore 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:

- 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
- 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

29 September 2022



## The RICE Company Limited and its subsidiaries

Statements of financial position  
As at 31 March 2022

	Note	Group		Company	
		2022	2021	2022	2021
		\$	\$	\$	\$
<b>Non-current assets</b>					
Plant and equipment	4	959,035	1,324,015	956,371	1,323,988
Right-of-use assets	5	1,250,525	1,524,668	1,250,525	1,524,668
Investment in subsidiaries	6	—	—	1	1
		2,209,560	2,848,683	2,206,897	2,848,657
<b>Current assets</b>					
Trade and other receivables	7	196,154	527,034	773,600	974,589
Prepaid operating expenses		29,175	16,674	34,168	16,341
Contract asset		26,400	—	—	—
Cash and cash equivalents	8	9,522,049	9,345,347	9,269,494	9,159,834
		9,773,778	9,889,055	10,077,262	10,150,764
<b>Current liabilities</b>					
Trade and other payables	9	595,582	807,691	439,365	614,018
Grants received in advance	10	1,534,533	1,707,186	1,484,406	1,657,059
Deferred capital grants	11	341,986	372,713	341,986	372,713
Lease liabilities	12	335,879	318,735	335,879	318,735
		2,807,980	3,206,325	2,601,636	2,962,525
<b>Net current assets</b>		6,965,798	6,682,730	7,475,626	7,188,239
<b>Non-current liabilities</b>					
Deferred capital grants	11	531,289	658,113	531,289	658,113
Lease liabilities	12	923,662	1,259,541	923,662	1,259,541
Provision for reinstatement	13	350,000	287,022	350,000	287,022
		1,804,951	2,204,676	1,804,951	2,204,676
<b>Net assets</b>		7,370,407	7,326,737	7,877,572	7,832,220
Accumulated funds		6,437,172	6,394,907	7,877,572	7,832,220
Non-controlling interests		933,235	931,830	—	—
<b>Accumulated funds</b>		7,370,407	7,326,737	7,877,572	7,832,220

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 2022

2022	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
		\$	\$	\$	\$
<b>Group</b>					
<b>Income</b>					
Donations	14	33,232	136,613	—	169,845
Fund raising event income	15	119,343	1,198,155	—	1,317,498
Project/programme income		7,009	26,666	—	33,675
Course fee income		—	27,446	—	27,446
Venue hire income		32,467	230,144	—	262,611
Management fee income		504,736	2,133	—	506,869
Other income	16	10,588	170,318	2,977	183,883
<b>Total income</b>		707,375	1,791,475	2,977	2,501,827

## The RICE Company Limited and its subsidiaries

Statements of comprehensive income  
For the financial year ended 31 March 2022

2022	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
<b>Group</b>					
<b>Expenditure</b>					
Depreciation of plant and equipment	4	32,020	376,196	17,565	425,781
Depreciation of right-of-use assets	5	—	324,745	—	324,745
Curriculum expenses		—	156,099	—	156,099
Staff and related expenses	17	2,119,717	662,668	—	2,782,385
Property maintenance and utilities		10,895	162,474	—	173,369
Fund raising event expenses		51,833	196,081	—	247,914
Project/programme expenses		234,549	66,826	—	301,375
Other operating expenditure	18	319,476	262,844	1,269	583,589
Allocation of expenses		(1,487,019)	1,479,841	7,178	—
Interest expense	19	—	75,262	—	75,262
Impairment loss on trade and other receivables	7	16,273	—	—	16,273
Impairment loss on investment in securities		1,100	—	—	1,100
<b>Total expenditure</b>		<b>1,298,844</b>	<b>3,763,036</b>	<b>26,012</b>	<b>5,087,892</b>
<b>Deficit before government grants</b>		<b>(591,469)</b>	<b>(1,971,561)</b>	<b>(23,035)</b>	<b>(2,586,065)</b>
Deferred capital grants amortised	11	—	377,132	—	377,132
Government grants	20	665,433	1,589,899	—	2,255,332
<b>Profit before taxation</b>		<b>73,964</b>	<b>(4,530)</b>	<b>(23,035)</b>	<b>46,399</b>
Income tax expenses	21	(2,729)	—	—	(2,729)
<b>Profit, net of tax</b>		<b>71,235</b>	<b>(4,530)</b>	<b>(23,035)</b>	<b>43,670</b>
<b>Attributable to:</b>					
Owners of the Company		69,830	(4,530)	(23,035)	42,265
Non-controlling interests		1,405	—	—	1,405
<b>Total comprehensive income for the financial year</b>		<b>71,235</b>	<b>(4,530)</b>	<b>(23,035)</b>	<b>43,670</b>

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 2022

2021	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
<b>Group</b>					
<b>Income</b>					
Donations	14	454,956	147,204	—	602,162
Fund raising event income	15	94,015	1,260,842	—	1,354,857
Project/programme income		150,206	9,836	—	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
<b>Total income</b>		<b>1,197,883</b>	<b>1,784,186</b>	<b>6,109</b>	<b>2,988,178</b>



## The RICE Company Limited and its subsidiaries

Statements of comprehensive income  
For the financial year ended 31 March 2022

2021	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
<b>Group</b>					
<b>Expenditure</b>					
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	183,887	264,535	2,460	450,872
Allocation of expenses		(1,103,884)	1,103,884	—	—
Interest expense	19	5,610	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
<b>Total expenditure</b>		<b>1,681,862</b>	<b>3,420,089</b>	<b>18,671</b>	<b>5,120,622</b>
<b>Deficit before government grants</b>		<b>(483,979)</b>	<b>(1,635,903)</b>	<b>(12,562)</b>	<b>(2,132,444)</b>
Deferred capital grants amortised	11	9,308	333,551	—	342,859
Government grants	20	1,215,464	1,152,371	—	2,367,835
<b>Profit before taxation</b>		<b>740,793</b>	<b>(149,981)</b>	<b>(12,562)</b>	<b>578,250</b>
Income tax expenses	21	(290)	—	—	(290)
<b>Profit, net of tax</b>		<b>740,503</b>	<b>(149,981)</b>	<b>(12,562)</b>	<b>577,960</b>
<b>Attributable to:</b>					
Owners of the Company		728,010	(149,981)	(12,562)	565,467
Non-controlling interests		12,493	—	—	12,493
<b>Total comprehensive income for the financial year</b>		<b>740,503</b>	<b>(149,981)</b>	<b>(12,562)</b>	<b>577,960</b>

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 2022

2022	Note	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
<b>Company</b>					
<b>Income</b>					
Donations	14	33,232	136,613	—	169,845
Fund raising event income	15	119,343	1,198,155	—	1,317,498
Project/programme income		7,009	26,666	—	33,675
Course fee income		—	27,446	—	27,446
Venue hire income		32,467	233,837	—	266,304
Management fee income		83,190	2,133	—	85,323
Other income	16	6,970	171,101	2,977	181,048
<b>Total income</b>		<b>282,211</b>	<b>1,795,951</b>	<b>2,977</b>	<b>2,081,139</b>

## The RICE Company Limited and its subsidiaries

Statements of comprehensive income  
For the financial year ended 31 March 2022

2022	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
		\$	\$	\$	\$
<b>Company</b>					
<b>Expenditure</b>					
Depreciation of plant and equipment	4	30,662	376,196	17,565	424,423
Depreciation of right-of-use assets	5	—	324,745	—	324,745
Curriculum expenses		—	156,099	—	156,099
Staff and related expenses	17	1,943,555	662,668	—	2,606,223
Property maintenance and utilities		10,895	162,474	—	173,369
Fund raising event expenses		51,833	196,081	—	247,914
Project/programme expenses		55,729	66,826	—	122,555
Other operating expenditure	18	222,468	262,844	1,269	486,581
Allocation of expenses		(1,487,019)	1,479,841	7,178	—
Interest expense	19	—	75,262	—	75,262
Total expenditure		828,123	3,763,036	26,012	4,617,171
<b>Deficit before government grants</b>		(545,912)	(1,967,085)	(23,035)	(2,536,032)
Deferred capital grants amortised	11	—	377,132	—	377,132
Government grants	20	614,353	1,589,899	—	2,204,252
<b>Surplus/(deficit) for the financial year, representing total comprehensive income for the financial year</b>		68,441	(54)	(23,035)	45,352

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 2022

2021	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
		\$	\$	\$	\$
<b>Company</b>					
<b>Income</b>					
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 2022

2022	Note	General Fund	Budding Artists Fund	Sing50 Fund	Total
Company		\$	\$	\$	\$
<b>Expenditure</b>					
Depreciation of plant and equipment	4	30,662	376,196	17,565	424,423
Depreciation of right-of-use assets	5	—	324,745	—	324,745
Curriculum expenses		—	156,099	—	156,099
Staff and related expenses	17	1,943,555	662,668	—	2,606,223
Property maintenance and utilities		10,895	162,474	—	173,369
Fund raising event expenses		51,833	196,081	—	247,914
Project/programme expenses		55,729	66,826	—	122,555
Other operating expenditure	18	222,468	262,844	1,269	486,581
Allocation of expenses		(1,487,019)	1,479,841	7,178	—
Interest expense	19	—	75,262	—	75,262
Total expenditure		828,123	3,763,036	26,012	4,617,171
<b>Deficit before government grants</b>		(545,912)	(1,967,085)	(23,035)	(2,536,032)
Deferred capital grants amortised	11	—	377,132	—	377,132
Government grants	20	614,353	1,589,899	—	2,204,252
<b>Surplus/(deficit) for the financial year, representing total comprehensive income for the financial year</b>		68,441	(54)	(23,035)	45,352

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 2022

	Attributable to owners of the Company					
	General Fund	Budding Artists Fund	Sing50 Fund	Accumulated Funds	Non-controlling interests	Accumulated Funds
	\$	\$	\$	\$	\$	\$
<b>2022</b>						
<b>Group</b>						
At 1 April 2021	(604,207)	5,991,105	1,008,009	6,394,907	931,830	7,326,737
Surplus/(deficit) for the financial year, representing total comprehensive income for the financial year	69,830	(4,530)	(23,035)	42,265	1,405	43,670
At 31 March 2022	(534,377)	5,986,575	984,974	6,437,172	933,235	7,370,407
<b>2021</b>						
At 1 April 2020	(1,332,217)	6,141,086	1,020,571	5,829,440	919,337	6,748,777
Surplus/(deficit) 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

## The RICE Company Limited and its subsidiaries

Statements of changes in accumulated funds  
For the financial year ended 31 March 2022

2022	General Fund \$	Budding Artists Fund \$	Sing50 Fund \$	Total \$
Company				
At 1 April 2021	828,066	5,996,145	1,008,009	7,832,220
Surplus/(deficit) for the financial year, representing total comprehensive income for the financial year	68,441	(54)	(23,035)	45,352
At 31 March 2022	896,507	5,996,091	984,974	7,877,572
2021				
At 1 April 2020	526,757	6,146,126	1,020,571	7,693,454
Surplus/(deficit) 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

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 2022

	Note	Group 2022 \$	2021 \$
<b>Operating activities</b>			
Deficit before government grants		(2,586,065)	(2,132,444)
Adjustments for:			
Depreciation of plant and equipment	4	425,781	473,237
Depreciation of right-of-use assets	5	324,745	580,540
Bad debts written off	18	1,064	11,709
Plant and equipment written off	18	67,568	19,071
Net allowances for expected credit loss	7	8,769	20,220
Interest income	16	23,553	44,619
Interest expense	12	75,262	97,143
<b>Operating cash flows before changes in working capital</b>		(1,659,323)	(885,905)
<b>Changes in working capital:</b>			
Decrease in trade and other receivables		294,104	93,665
(Increase)/Decrease in prepaid operating expenses		(12,501)	44,302
Decrease in trade and other payables		(199,733)	(184,224)
<b>Cash flows used in operations</b>		(1,577,453)	(932,162)
Interest income received		(23,801)	(61,800)
Income tax paid		(1,938)	(290)
<b>Net cash flow used in operating activities</b>		(1,603,192)	(994,252)
<b>Investing activities</b>			
Purchase of plant and equipment	4	(128,369)	(44,333)
Placement of fixed deposits		(994,805)	(657,521)
<b>Net cash flow used in investing activities</b>		(1,123,174)	(701,854)
<b>Financing activities</b>			
Government grants received		2,302,260	2,642,840
Proceed of loan from non-controlling interest		-	40,000
Payment of principal portion of lease liabilities		(318,735)	(540,090)
Interest paid on lease liabilities		(75,262)	(97,143)
<b>Net cash flow from financing activities</b>		1,908,263	2,045,607
<b>Net (decrease)/increase in cash and cash equivalents</b>		(818,103)	349,501
Cash and cash equivalents at beginning of the financial year		5,017,480	4,667,979
<b>Cash and cash equivalents at end of the financial year</b>	8	4,199,377	5,017,480

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 2022

## 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 2021. 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 2022

## 2. Significant accounting policies (cont'd)

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

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

## 2.3 Standards issued but not yet effective

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

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

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 2022

## 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 2022

## 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 2022

## 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 2022

## 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-used 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 2022

## 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 2022

## 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 2022

## 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 2022

## 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 2022

## 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 2022

## 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 2022

## 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 2022

## 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 recognised 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 2022

## 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 2022

## 4. Plant and equipment

Group	Renovation \$	Furniture and fittings \$	Office equipment and kitchen equipment \$	Electrical fittings, sound and light equipment \$	Computers \$	Artwork \$	Total \$
<b>Cost:</b>							
At 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 and 1 April 2021	3,000,374	194,990	242,420	1,016,645	146,113	3,000	4,603,542
Additions	44,500	28,915	5,238	7,070	42,646	—	128,369
Written off	(95,600)	(49,012)	(9,396)	(42,843)	(10,126)	—	(206,977)
At 31 March 2022	2,949,274	174,893	238,262	980,872	178,633	3,000	4,524,934
<b>Accumulated depreciation:</b>							
At 1 April 2020	1,591,346	154,161	196,175	953,227	84,389	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 and 1 April 2021	1,880,235	148,398	206,089	921,439	122,766	600	3,279,527
Depreciation charge	322,305	28,805	22,459	26,573	25,639	—	425,781
Written off	(63,715)	(31,610)	(6,109)	(27,848)	(10,127)	—	(139,409)
At 31 March 2022	2,138,825	145,593	222,439	920,164	138,278	600	3,565,899
<b>Net carrying amount:</b>							
At 31 March 2022	810,449	29,300	15,823	60,708	40,355	2,400	959,035
At 31 March 2021	1,120,139	46,592	36,331	95,206	23,347	2,400	1,324,015

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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 \$
<b>Cost:</b>							
At 1 April 2020	3,044,208	233,251	249,946	1,104,870	110,099	3,000	4,745,374
Additions	—	—	7,945	—	34,103	—	42,138
Write-offs	(43,834)	(38,261)	(15,472)	(98,225)	—	—	(185,792)
At 31 March 2021 and 1 April 2021	3,000,374	194,990	242,419	1,016,645	144,292	3,000	4,601,720
Additions	44,500	28,915	5,238	7,070	38,652	—	124,375
Write-offs	(96,600)	(49,012)	(9,396)	(42,843)	(10,126)	—	(206,977)
At 31 March 2022	2,949,274	174,893	238,261	980,872	172,818	3,000	4,519,118
<b>Accumulated depreciation:</b>							
At 1 April 2020	1,591,346	153,381	106,175	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)	(13,904)	(73,635)	—	—	(168,917)
At 31 March 2021 and 1 April 2021	1,880,233	148,398	206,089	921,439	120,973	600	3,277,732
Depreciation charge	322,305	28,805	22,459	26,573	24,281	—	424,423
Write-offs	(63,715)	(31,610)	(6,109)	(27,848)	(10,126)	—	(139,408)
At 31 March 2022	2,138,823	145,593	222,439	920,164	135,128	600	3,562,747
<b>Net carrying amount:</b>							
At 31 March 2022	810,451	29,300	15,822	60,708	37,690	2,400	956,371
At 31 March 2021	1,120,141	46,592	36,330	95,206	23,319	2,400	1,323,988

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 5. Right-of-use assets

	Office premise \$	Office equipment \$	Total \$
<b>Group and Company</b>			
<i>Carrying amounts</i>			
As at 1 April 2020	2,088,318	16,890	2,105,208
Depreciation expense	(574,793)	(5,747)	(580,540)
As at 31 March 2021 and 1 April 2021	1,513,525	11,143	1,524,668
Additional	50,602	—	50,602
Depreciation expense	(321,044)	(3,701)	(324,745)
As at 31 March 2022	1,243,083	7,442	1,250,525

## 6. Investment in subsidiaries

	Company	
	2022 \$	2021 \$
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.



## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 6. Investment in subsidiaries (cont'd)

## (a) Composition of the Group

Name	Principal place of business	Principal activities	Proportion (%) of ownership interest	
			2022 %	2021 %
<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

\*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 %	Profit allocated to NCI during the reporting period \$	Accumulated NCI at the end of the reporting period \$
31 March 2022				
Millet World Pte Ltd	Space Management Service	88.34	1,648	935,074
31 March 2021				
Millet World Pte Ltd	Space Management Service	88.34	13,374	933,426

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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	
	2022 \$	2021 \$
<b>Non-current Assets</b>	2,663	27
<b>Current Assets</b>	21,163	15,994
<b>Liabilities</b>	(230,055)	(236,380)
<b>Total net current liabilities</b>	(208,892)	(220,386)
<b>Net liabilities</b>	(206,229)	(220,359)

*Summarised statement of comprehensive income*

	Millet World Pte Ltd 2022 \$	
	2022 \$	2021 \$
Revenue	36,060	274,287
Profit before income tax	14,130	114,704
<b>Profit for the year, representing total comprehensive income for the year</b>	14,130	114,704

*Summarised statement of cash flows*

	Millet World Pte Ltd 31 March	
	2022 \$	2021 \$
<b>Net cash generated from/(used in) operating activities</b>	20,295	(53,054)
<b>Net cash used in investing activities</b>	(3,994)	—
<b>Net cash (used in)/from financing activities</b>	(11,817)	56,868

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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 a subsidiary	—

## 7. Trade and other receivables

	Group		Company	
	2022 \$	2021 \$	2022 \$	2021 \$
<b>Trade receivables</b>				
Third parties	75,399	58,283	11,356	32,300
Less: Expected credit loss	(16,855)	(13,085)	(4,950)	(12,454)
	58,544	45,198	6,406	19,846
<b>Other receivables</b>				
Deposits	121,925	215,125	117,916	209,766
Amounts due from subsidiaries	—	—	629,989	490,315
Sundry receivables	24,420	32,175	19,289	11,518
Deferred grant receivable	—	243,144	—	243,144
Other receivables	4,872	—	—	—
Less: Expected credit loss	(13,607)	(8,608)	—	—
	137,610	481,836	767,194	954,743
<b>Total trade and other receivables</b>	196,154	527,034	773,600	974,589
Add: Cash and bank balances (Note 8)	9,522,049	9,345,347	9,269,494	9,159,834
Less: Deferred grant receivable	—	(243,144)	—	(243,144)
<b>Total financial assets carried at amortised cost</b>	9,718,203	9,629,237	10,043,094	9,891,279

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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	
	2022 \$	2021 \$	2022 \$	2021 \$
Movement in allowance accounts:				
At the beginning of the year	21,693	1,473	12,454	1,473
Charge for the year	16,273	20,220	—	10,981
Reversal for the year	(7,504)	—	(7,504)	—
At the ending of the year	30,462	21,693	4,950	12,454

## (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	
	2022 \$	2021 \$	2022 \$	2021 \$
Cash at banks and on hand	3,590,322	4,410,330	3,337,767	4,224,817
Fixed deposits	5,931,727	4,935,017	5,931,727	4,935,017
Cash and bank balances	9,522,049	9,345,347	9,269,494	9,159,834

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

	Group		Company	
	2022 \$	2021 \$	2022 \$	2021 \$
Cash and bank balances	9,522,049	9,345,347	9,269,494	9,159,834
Less: Deposits with maturities exceeding 90 days	(5,322,672)	(4,327,867)	(5,322,672)	(4,327,867)
Cash and cash equivalents	4,199,377	5,017,480	3,946,822	4,831,967

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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)	
	2022	2021
Short-term deposits	0.10 – 0.90	0.10 – 1.90

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

	Maturity (days)	
	2022	2021
Short-term deposits	1 – 182	1 – 180

## 9. Trade and other payables

	Group		Company	
	2022 \$	2021 \$	2022 \$	2021 \$
<b>Trade payables</b>				
Third parties	63,753	46,342	47,109	41,467
<b>Other payables</b>				
Third parties	133,454	128,023	37,882	22,546
Loan from non-controlling interest	40,000	40,000	–	–
GST payables	3,973	1,088	3,973	1,088
Accrued operating expenses	340,541	383,670	324,325	352,769
Amounts due to subsidiaries	–	–	12,215	–
Deferred grant income	–	184,604	–	172,184
Others	13,861	23,964	13,861	23,964
	531,829	761,349	392,256	572,551
Total trade and other payables	595,582	807,691	439,365	614,018
Less: GST payables	(3,973)	(1,088)	(3,973)	(1,088)
Less: Deferred grant income	–	(184,604)	–	(172,184)
Add: Lease liabilities	1,259,541	1,578,276	1,259,541	1,578,276
Total financial liabilities at amortised cost	1,851,150	2,200,275	1,694,933	2,019,022

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 9. Trade and other payables (cont'd)

## (i) Trade payables

The amounts are non-interest bearing and are normally settled on 30 days (2021: 30 days) term.

## (ii) Loan from non-controlling interest

The amount is non-interest bearing, unsecured and repayable upon demand.

## (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	
	2022 \$	2021 \$	2022 \$	2021 \$
Cultural Matching Fund ("CMF")	1,534,533	1,707,186	1,484,406	1,657,059

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	
	2022 \$	2021 \$
At the beginning of the financial year	1,030,826	1,373,685
Add: Deferred capital grants received	219,581	–
Less: Amortisation of deferred capital grants	(377,132)	(342,859)
At the end of the financial year	873,275	1,030,826
Deferred capital grants - current	341,986	372,713
Deferred capital grants - non-current	531,289	658,113
	873,275	1,030,826



## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 12. Lease liabilities

	Group and Company	
	2022	2021
	\$	\$
Current	335,879	318,735
Non-current	923,662	1,259,541
	<u>1,259,541</u>	<u>1,578,276</u>

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	\$
	\$	\$	\$	\$	\$
2022					
Current	318,735	(393,997)	75,262	335,879	335,879
Non-current	1,259,541	—	—	(335,879)	923,662
	<u>1,578,276</u>	<u>(393,997)</u>	<u>75,262</u>	<u>—</u>	<u>1,259,541</u>
2021					
Current	540,090	(637,233)	97,143	318,735	318,735
Non-current	1,578,276	—	—	(318,735)	1,259,541
	<u>2,118,366</u>	<u>(637,233)</u>	<u>97,143</u>	<u>—</u>	<u>1,578,276</u>

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

## 13. Provision for reinstatement

	2022	2021
	\$	\$
Site restoration	350,000	287,022

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 those 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 2022

## 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 and Company	
	2022	2021
	\$	\$
Tax deductible	131,051	354,178
Non-tax deductible	38,794	247,984
Total donations	<u>169,845</u>	<u>602,162</u>

## 15. Fund-raising event income

	Group and Company	
	2022	2021
	\$	\$
Tax deductible	1,088,031	1,098,880
Non-tax deductible	229,467	255,977
Total fund-raising event income	<u>1,317,498</u>	<u>1,354,857</u>

## 16. Other income

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Refund of penalty	49,333	—	49,333	—
Insurance claim	32,681	—	32,681	—
Café income	31,216	29,820	31,999	29,820
Bank interest	23,553	44,994	23,553	44,994
Rent concession	20,974	170,008	20,974	170,008
Wages credit income	9,318	32,191	9,318	32,191
Others	16,808	67,849	13,190	7,659
	<u>183,883</u>	<u>344,862</u>	<u>181,048</u>	<u>284,672</u>

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 17. Staff and related expenses

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Employee benefits expense (including key management personnel)				
Salaries, bonuses, and other related costs	2,451,165	2,293,727	2,298,679	2,062,537
CPF contributions	331,220	302,582	307,544	268,644
	2,782,385	2,596,309	2,606,223	2,331,181

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

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Salaries, bonuses, and other related costs	777,705	788,391	726,059	671,538
CPF contributions	70,078	61,206	62,653	46,340
	847,783	849,597	788,712	717,878

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	
	2022	2021	2022	2021
\$100,000 to \$200,000	2	2	2	1
\$200,001 to \$300,000	1	1	1	1
\$300,001 to \$400,000	1	1	1	1
	4	4	4	3

Key management personnel who sit on the Board are remunerated as a staff. No Board members receives remuneration for its Board services.

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 18. Other operating expenditure

The following items have been included in other operating expenditure:

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Bad debts written off	1,064	11,709	1,622	11,709
Plant and equipment written off	67,568	19,071	67,568	19,071
Allowance for expected credit loss	16,273	20,220	–	10,981
Communication expenses	14,624	20,845	13,232	20,645
Café expenses	126,286	121,843	126,286	121,843
GST expense	45,533	54,417	45,533	54,417
Professional fees	179,616	75,127	96,771	80,127
Minor assets expensed off	4,486	5,062	4,486	5,062
Staff welfare and development	5,418	14,222	5,418	14,222

## 19. Interest expense

	Group and Company	
	2022	2021
	\$	\$
Interest expense on lease liabilities	75,262	97,143

## 20. Government grants

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Cultural Matching Fund	1,244,500	1,379,077	1,244,500	1,370,835
Job support scheme	500,846	707,706	449,766	707,706
Other government grants	509,986	281,052	509,986	200,058
	2,255,332	2,367,835	2,204,252	2,278,599

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 2022

## 21. Income tax

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

	Group	
	2022	2021
	\$	\$
Current income tax:		
Current year	—	290
Under provision in respective of previous years	2,729	—
	<u>2,729</u>	<u>290</u>

## Relationship between tax expense and accounting profit

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

	Group	
	2022	2021
	\$	\$
Profit before taxation	46,399	578,250
Tax at statutory rate of 17% (2021: 17%)	7,888	98,303
Non-deductible expenses	936	1,102
Income not subject to tax	(3,366)	(6,629)
Deferred tax assets ("DTA") not recognised / (Utilisation of tax losses that DTA were not recognised previously)	9,842	(12,887)
Tax effects from entities with tax exemption*	(13,600)	(78,729)
Income tax rebate	(1,700)	(870)
Under provision in respective of previous years	2,729	—
	<u>2,729</u>	<u>290</u>

\* 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 \$629,000 (2021: \$571,000) 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

Notes to the financial statements  
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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	
	2022	2021
	\$	\$
Management fees received from subsidiary companies	49,800	49,800
Management fees paid to subsidiary companies	(97,056)	(167,284)
Other income from subsidiary companies	<u>38,396</u>	<u>1,277</u>

## 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

	2022	2021
	\$	\$
Depreciation expense of right-of-use assets	324,745	580,540
Interest expense on leases liabilities	<u>75,262</u>	<u>97,143</u>
Total amount recognised in profit or loss	<u>400,007</u>	<u>677,683</u>

## (d) Total cash outflows

	2022	2021
	\$	\$
Payment of principal portion of lease liabilities	318,735	540,090
Interest paid on lease liabilities	<u>75,262</u>	<u>97,143</u>
	<u>393,997</u>	<u>637,233</u>



## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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.

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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
<b>31 March 2022</b>						
Total gross amounts	1,814	9,292	15,834	19,500	28,959	75,399
ECL	(132)	—	(250)	(270)	(16,203)	(16,855)
						58,544
<b>31 March 2021</b>						
Total gross amounts	5,028	25,542	18,935	3,695	5,083	58,283
ECL	—	(380)	(12,632)	—	(73)	(13,085)
						45,198
<b>Company</b>						
<b>31 March 2022</b>						
Total gross amounts	—	501	5,834	—	5,021	11,356
ECL	—	—	—	—	(4,950)	(4,950)
						6,406
<b>31 March 2021</b>						
Total gross amounts	128	14,542	13,935	3,695	—	32,300
ECL	—	—	(12,454)	—	—	(12,454)
						19,846

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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\$
<b>31 March 2022</b>				
<b>Group</b>				
Trade and other payables	591,609	—	—	591,609
Lease liabilities	393,999	1,022,602	—	1,416,601
<b>Total undiscounted financial liabilities</b>	<b>985,608</b>	<b>1,022,602</b>	<b>—</b>	<b>2,008,210</b>
<b>Company</b>				
Trade and other payables	435,392	—	—	435,392
Lease liabilities	393,999	1,022,602	—	1,416,601
<b>Total undiscounted financial liabilities</b>	<b>829,391</b>	<b>1,022,602</b>	<b>—</b>	<b>1,851,993</b>

## The RICE Company Limited and its subsidiaries

Notes to the financial statements  
For the financial year ended 31 March 2022

## 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\$
<b>31 March 2021</b>				
<b>Group</b>				
Trade and other payables	621,999	—	—	621,999
Lease liabilities	393,815	1,125,271	291,244	1,810,330
<b>Total undiscounted financial liabilities</b>	<b>1,015,814</b>	<b>1,125,271</b>	<b>291,244</b>	<b>2,432,329</b>
<b>Company</b>				
Trade and other payables	440,746	—	—	440,746
Lease liabilities	393,815	1,125,271	291,244	1,810,330
<b>Total undiscounted financial liabilities</b>	<b>834,561</b>	<b>1,125,271</b>	<b>291,244</b>	<b>2,251,076</b>

## 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 (trade and other receivables, trade and other payables and lease 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.

**The RICE Company Limited and its subsidiaries**

**Notes to the financial statements  
For the financial year ended 31 March 2022**

**26. Reserves policy**

	Group		Company	
	2022	2021	2022	2021
	\$	\$	\$	\$
Unrestricted Funds (Reserves)				
- General Fund	(534,377)	(604,207)	896,507	828,066
Restricted Funds (Reserves):				
- Budding Artists Fund	5,986,575	5,991,105	5,996,091	5,996,145
- Sing50	984,974	1,008,009	984,974	1,008,009
Total funds	6,437,172	6,394,907	7,877,572	7,832,220
Total expenditure	5,087,892	5,120,622	4,617,171	5,152,238
Ratio of reserves to annual operating expenditure	1:0.78	1:0.80	1:0.59	1:0.66

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 2022 were authorised for issue in accordance with a resolution of the directors on 29 September 2022.

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.

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