

FINANCIAL STATEMENTS

National Parks and its subsidiary

(ESTABLISHED IN SINGAPORE. UNIQUE ENTITY NUMBER: T08GB0038E)

FOR THE YEAR ENDED 31 MARCH 2025

Board Information

Unique Entity number (UEN)	T08GB0038E
Registered office	Singapore Botanic Gardens 1 Cluny Road Singapore 259569
Board members	Loh Khum Yean (Chairman) Hwang Yu-Ning (Chief Executive Officer) Eu Chin Fen (Member) Gerald Tan Kwong Ming (Member) Nur Hidayah Abu Bakar (Member) Tham Loke Kheng (Member) Benett Maximillian Theseira (Member) ^ May Loh (Member) ^ Stephen Beng (Member) ^ Magdelene Chua (Member) ^ Lim Shung Yar (Member) ^ ^ appointed on 1 August 2024
Bankers	DBS Bank Limited
Independent auditor	Foo Kon Tan LLP Public Accountants and Chartered Accountants 1 Raffles Place #04-61/62 One Raffles Place Tower 2 Singapore 048616

FINANCIAL STATEMENTS

Contents

4	Statement by National Parks Board
5	Independent auditor's report
9	Statements of financial position
11	Statements of comprehensive income
12	Statements of changes in equity
14	Consolidated statement of cash flows
15	Notes to the financial statements

Statement by the National Parks Board

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

In our opinion,

- (a) the accompanying financial statements of National Parks Board ("NParks") and its subsidiary (the "Group"), are properly drawn up in accordance with the provisions of the National Parks Board Act 1996 (the "Act"), the Public Sector (Governance) Act 2018 and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the financial position of the Group and NParks as at 31 March 2025, and the financial performance, changes in equity of the Group and NParks and cash flows of the Group for the financial year ended on that date;
- (b) the receipt, expenditure, investments of moneys and the acquisition and disposal of assets by NParks during the year have been, in all material respects, in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to money of or managed by NParks; and
- (c) proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.

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

On behalf of the Board



Loh Khum Yean
CHAIRMAN



Hwang Yu-Ning
CHIEF EXECUTIVE OFFICER

30 July 2025

Independent auditor's report to the members of National Parks Board

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of National Parks Board ("NParks") and its subsidiary (collectively, the "Group"), which comprise the statements of financial position of the Group and NParks as at 31 March 2025, the statements of comprehensive income, statements of changes in equity of the Group and NParks and the consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, and the statement of financial position, statement of comprehensive income and statement of changes in equity of NParks are properly drawn up in accordance with the provisions of the National Parks Board Act 1996 (the "Act"), the Public Sector (Governance) Act 2018 (the "Public Sector (Governance) Act") and Statutory Board Financial Reporting Standards ("SB-FRS"), so as to present fairly, in all material respects, the state of affairs of the Group and NParks as at 31 March 2025 and the results and changes in equity of the Group and NParks and cash flows of the Group for the year ended on that date.

Basis for Opinion

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

Other Information

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

Independent auditor's report to the members of National Parks Board (Cont'd)

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

Opinion

In our opinion:

- the receipts, expenditure, investments of moneys and the acquisition and disposal of assets by NParks during the year are, in all material respects, in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by NParks; and
- proper accounting and other records have been kept, including records of all assets of NParks whether purchased, donated or otherwise.

Basis for Opinion

We concluded our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Compliance Audit* section of our report. We are independent of the Group in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our 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 on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investments of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by NParks. This responsibility includes monitoring related compliance requirements relevant to NParks, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibilities for Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investments of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act, the Public Sector (Governance) Act and the requirements of any other written law applicable to moneys of or managed by NParks.

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



Foo Kon Tan LLP
PUBLIC ACCOUNTANTS AND
CHARTERED ACCOUNTANTS

Singapore,
30 July 2025

Statements of financial position

(AS AT 31 MARCH 2025)

		GROUP		NPARKS	
	NOTE	31 MARCH 2025	31 MARCH 2024	31 MARCH 2025	31 MARCH 2024
		\$	\$	\$	\$
ASSETS					
Non-current assets					
Property, plant and equipment	3	189,549,472	187,669,722	189,549,472	187,669,722
Investment in a subsidiary	4	—	—	2	2
Right-of-use assets	5(a)	4,146,261	4,543,096	4,146,261	4,543,096
Lease receivables	5(b)	1,623,757	4,309,077	1,623,757	4,309,077
		195,319,490	196,521,895	195,319,492	196,521,897
Current Assets					
Lease receivables	5(b)	2,344,322	2,428,298	2,344,322	2,428,298
Trade receivables	6	5,103,783	8,794,552	5,103,783	8,755,552
Other receivables	7	14,751,755	10,924,621	14,771,481	10,942,874
Prepayments		4,380,798	2,974,007	4,380,798	2,974,007
Cash and cash equivalents	8	501,201,791	447,874,785	500,771,223	447,487,118
		527,782,449	472,996,263	527,371,607	472,587,849
Total assets		723,101,939	669,518,158	722,691,099	669,109,746

EQUITY AND LIABILITIES

Capital and other funds

Share capital	9	40,509,387	37,151,352	40,509,387	37,151,352
Capital account	10	4,528,275	4,528,275	4,528,275	4,528,275
Other reserve	11	17,961,922	17,993,051	17,961,922	17,993,051
Accumulated surplus		382,610,070	339,281,571	382,205,037	338,879,020
		445,609,654	398,954,249	445,204,621	398,551,698

Non-Current Liabilities

Lease liabilities	5(c)	3,151,333	6,444,443	3,151,333	6,444,443
Deferred capital grants	12	129,809,303	132,357,166	129,809,303	132,357,166
Deferred revenue	13	961,721	1,022,130	961,721	1,022,130
Provision for pension costs	14	1,123,989	1,221,311	1,123,989	1,221,311
		135,046,346	141,045,050	135,046,346	141,045,050

		GROUP		NPARKS	
	NOTE	31 MARCH 2025	31 MARCH 2024	31 MARCH 2025	31 MARCH 2024
		\$	\$	\$	\$
Current Liabilities					
Lease liabilities	5(c)	3,792,652	2,573,254	3,792,652	2,573,254
Deferred revenue	13	2,517,907	2,486,181	2,517,907	2,486,181
Provision for pension costs	14	120,000	120,000	120,000	120,000
Trade and other payables	15	88,760,192	88,407,717	88,754,385	88,401,856
Government grants received in advance	16	38,235,751	27,891,306	38,235,751	27,891,306
Contribution to consolidated fund		9,019,437	8,040,401	9,019,437	8,040,401
		142,445,939	129,518,859	142,440,132	129,512,998
Total liabilities		277,492,285	270,563,909	277,486,478	270,558,048
Total equity and liabilities		723,101,939	669,518,158	722,691,099	669,109,746
Net assets of the Garden City Fund					
	17	29,594,425	25,435,807	29,594,425	25,435,807

Statements of comprehensive income

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	NOTE	GROUP		NPARKS	
		2024/2025	2023/2024	2024/2025	2023/2024
		\$	\$	\$	\$
INCOME OR EXPENDITURE					
Operating income					
Rental income		7,208,242	6,892,004	7,208,242	6,892,004
Admission charges		4,235,786	3,238,406	4,235,786	3,238,406
Plan fees		1,678,483	1,710,701	1,678,483	1,710,701
Course fees		1,005,857	965,370	1,005,857	965,370
Agency fees		580,759	762,680	580,759	762,680
Interest income		14,358,913	12,540,696	14,351,641	12,532,945
Carpark income		816,124	864,596	816,124	864,596
Certificates and permit fees		1,791,303	2,056,006	1,791,303	2,056,006
Laboratory and inspection fees		791,435	830,022	791,435	830,022
Licence fees		2,909,171	3,070,528	2,909,171	3,070,528
Quarantine fees and services		1,391,931	1,404,379	1,391,931	1,404,379
Miscellaneous income		7,730,407	3,549,982	7,705,856	3,522,649
Total income	18	44,498,411	37,885,370	44,466,588	37,850,286
Operating Expenditure					
Staff costs	19	(163,627,209)	(150,981,418)	(163,627,209)	(150,981,418)
Maintenance of parks		(163,099,076)	(163,792,972)	(163,099,076)	(163,792,972)
Animal and veterinary-related expenses		(27,408,132)	(13,932,585)	(27,408,132)	(13,932,585)
General and administrative expenses		(80,080,575)	(73,590,424)	(80,051,234)	(73,567,040)
Depreciation of property, plant and equipment and right-of-use assets	3, 5(a)	(20,540,962)	(19,761,128)	(20,540,962)	(19,761,128)
		(454,755,954)	(422,058,527)	(454,726,613)	(422,035,143)
Deficit from operations	20	(410,257,543)	(384,173,157)	(410,260,025)	(384,184,857)
Government operating grants	16	447,708,491	416,958,131	447,708,491	416,958,131
Other government grants	16	2,927,291	1,504,070	2,927,291	1,504,070
Deferred capital grants amortised	12	12,679,758	13,019,132	12,679,758	13,019,132
		463,315,540	431,481,333	463,315,540	431,481,333
Surplus before contribution to consolidated fund		53,057,997	47,308,176	53,055,515	47,296,476
Contribution to consolidated fund		(9,019,437)	(8,040,401)	(9,019,437)	(8,040,401)
Surplus for the year, representing total comprehensive income for the year		44,038,560	39,267,775	44,036,078	39,256,075

Statements of changes in equity

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	SHARE CAPITAL	CAPITAL ACCOUNT	OTHER RESERVE	ACCUMULATED SURPLUS ⁽¹⁾	TOTAL EQUITY
	\$	\$	\$	\$	\$
THE GROUP					
At 1 April 2023	37,092,611	4,528,275	18,024,180	300,749,124	360,394,190
Surplus for the year, representing total comprehensive income for the year	—	—	—	39,267,775	39,267,775
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	58,741	—	—	—	58,741
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(766,457)	(766,457)
	58,741	—	(31,129)	(735,328)	(707,716)
At 31 March 2024	37,151,352	4,528,275	17,993,051	339,281,571	398,954,249
Surplus for the year, representing total comprehensive income for the year	—	—	—	44,038,560	44,038,560
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	3,358,035	—	—	—	3,358,035
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(741,190)	(741,190)
	3,358,035	—	(31,129)	(710,061)	2,616,845
At 31 March 2025	40,509,387	4,528,275	17,961,922	382,610,070	445,609,654

(1) Included in accumulated surplus as at 31 March 2025 is an amount of \$74,775,102 (2024 - \$78,310,159) which has been earmarked by the Group to fund future replacement and capital improvement of property, plant and equipment.

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statements of changes in equity (Cont'd)

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	SHARE CAPITAL \$	CAPITAL ACCOUNT \$	OTHER RESERVE \$	ACCUMULATED SURPLUS ⁽¹⁾ \$	TOTAL EQUITY \$
NPARKS					
At 1 April 2023	37,092,611	4,528,275	18,024,180	300,358,273	360,003,339
Surplus for the year, representing total comprehensive income for the year	—	—	—	39,256,075	39,256,075
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	58,741	—	—	—	58,741
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	-
Funding for government projects (Note 21)	—	—	—	(766,457)	(766,457)
	58,741	—	(31,129)	(735,328)	(707,716)
At 31 March 2024	37,151,352	4,528,275	17,993,051	338,879,020	398,551,698
Surplus for the year, representing total comprehensive income for the year	—	—	—	44,036,078	44,036,078
Transactions with owners, recognised directly in equity					
Equity injection (Note 9)	3,358,035	—	—	—	3,358,035
Transfer from other reserve (Note 11)	—	—	(31,129)	31,129	—
Funding for government projects (Note 21)	—	—	—	(741,190)	(741,190)
	3,358,035	—	(31,129)	(710,061)	2,616,845
At 31 March 2025	40,509,387	4,528,275	17,961,922	382,205,037	445,204,621

(1) Included in accumulated surplus as at 31 March 2025 is an amount of \$74,775,102 (2024 - \$78,310,159) which has been earmarked by the Group to fund future replacement and capital improvement of property, plant and equipment.

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Consolidated statement of cash flows

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

	NOTE	2024/2025 \$	2023/2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Deficit from operations		(410,257,543)	(384,173,157)
Adjustments for:			
Depreciation of property, plant and equipment and right-of-use assets	3, 5(a)	20,540,962	19,761,128
Loss on disposal of property, plant and equipment	20	157,926	154,646
Gain on early termination of lease term	5(a), 5(c)	(247,789)	-
Loss/ (gain) on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease classified as finance lease	5(b)	532,662	(804,077)
Provision for pension costs recognised/(reversed)	14	22,678	(114,006)
Amortisation of lease premium received in advance		(83,333)	(83,333)
Impairment loss (reversed)/recognised on trade receivables	18	(2,779,788)	(599,424)
Interest expense	5(d)	466,190	363,129
Interest income	18	(14,358,913)	(12,540,696)
Operating deficit before working capital changes		(406,006,948)	(378,035,790)
Changes in trade and other receivables		5,909,392	(3,534,393)
Changes in trade and other payables		(958,525)	3,963,538
Changes in prepayments		(1,406,791)	20,446
Changes in deferred revenue		54,650	(128,309)
Changes in payment for pension costs	14	(120,000)	(120,000)
Changes in amounts due from Ministry of National Development (“MND”)		(725,345)	8,091,378
Changes in amounts due from Garden City Fund		1,451,994	(1,143,203)
Cash flows used in operations		(401,801,573)	(370,886,533)
Contribution to Consolidated Fund paid		(8,040,401)	(7,609,328)
Net cash used in operating activities		(409,841,974)	(378,495,861)
Cash Flows from Investing Activities			
Proceeds from disposal of property, plant and equipment		78,964	717,404
Purchase of property, plant and equipment	3	(18,045,132)	(11,917,525)
Proceeds from lease receivables	5(b)	2,465,741	2,598,908
Interest received		12,957,258	10,586,820
Net cash generated from/(used in) investing activities		(2,543,169)	1,985,607
Cash Flows from Financing Activities			
Grants received (less payment on behalf)	16	468,401,270	435,641,325
Unutilised grants returned	16	(804,913)	(876,590)
Principal payments of lease liabilities	5(e)	(4,034,863)	(4,120,705)
Interest paid on lease liabilities	5(e)	(466,190)	(363,129)
Equity injection	9	3,358,035	58,741
Funding for government projects	21	(741,190)	(766,457)
Net cash generated from/(used in) investing activities		465,712,149	429,573,185
Net increase in cash and cash equivalents		53,327,006	53,062,931
Cash and cash equivalents at the beginning of year		447,874,785	394,811,854
Cash and cash equivalents at the end of year	8	501,201,791	447,874,785

Refer to the respective notes for the reconciliation of liabilities arising from financing activities, excluding equity items.
The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Notes to the Financial Statements

(FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025)

1 General information

National Parks Board ("NParks") is a statutory board under the Ministry of National Development ("MND") established under the National Parks Board Act 1996 (the "Act").

The Board has its registered office at Singapore Botanic Gardens, 1 Cluny Road, Singapore 259569.

The primary activities of NParks are to develop, manage and promote the National Parks and Nature Reserves as valuable reserves for recreation, conservation, research and education and to develop, upgrade, manage and maintain the public parks, open spaces on behalf of the Government. With the transfer of the non-food functions from AVA, NParks activities also include working with the community, such as pet owners and businesses, animal welfare groups and the general public, to protect and promote the welfare of animals through regulation and education, such as encouraging responsible pet ownership.

The principal activities of the subsidiary are described in Note 4 to the financial statements.

The financial statements of the Group and of the NParks for the year ended 31 March 2025 were authorised for the issue in accordance with a resolution of the Board on the date of the Statement by Board.

2(a) Basis of preparation

The financial statements have been prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, and are drawn up in accordance with the provisions of the Act, the Public Sector (Governance) Act 2018 and Statutory Board Financial Reporting Standards ("SB-FRS"), including Interpretation of SB-FRS ("INT SB-FRS") and SB-FRS Guidance Notes.

The financial statements are presented in Singapore Dollar (SGD or \$), which is the Group's functional currency, and rounded to the nearest dollar. All financial information is presented in Singapore dollars, unless otherwise stated.

The preparation of the financial statements in conformity with SB-FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management is of the opinion that there are no key sources of estimation uncertainty at the end of the reporting period.

Critical accounting judgements and key sources of estimation uncertainty

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which has the most significant effect on the amounts recognised in the consolidated financial statements:

(a) Significant judgement made in applying accounting policies

Impairment loss on the receivables due from a corporate customer (Note 6)

NParks signed an agreement to lease one of its properties to a corporate customer for 30 years from FY 2002 to FY 2032. The corporate customer had financial difficulties and was unable to make rental payments to NParks in accordance with the payment schedule as stipulated in the tenancy agreement. In FY 2021, NParks agreed to revise the repayment schedule for the customer to repay the fully impaired outstanding rental arrears amounting to \$7,352,000 over a 10-year period from 1 November 2023 at \$735,200 per annum. As at 31 March 2024, the remaining outstanding amount due from the corporate customer was \$6,616,800.

During the current financial year, NParks negotiated with the corporate customer and the latter agreed to make a repayment of a lump sum repayment of \$2,880,000 on 1 November 2024, thereby reducing the principal deferred outstanding sum to \$3,736,800 from the earlier outstanding sum of \$6,616,800. This remaining sum of \$3,736,800 will be settled via the remaining 8 instalments of \$467,100 per annum from November 2025 to 31 October 2032. Accordingly, management recognised a reversal of impairment loss of \$2,880,000 (2024 - \$735,200) to the profit or loss on receipt of the annual payment.

As at 31 March 2025, management performed an assessment on the recoverability of the amounts due from the corporate customer which have been fully impaired and concluded that despite the receipt of the first and second instalment payments, it is premature to reverse the allowance made as there is a possibility that the corporate customer may default on the remaining outstanding amounts. Accordingly, there is a need to retain the allowance for impairment loss as at 31 March 2025. Management will recognise the reversal of the impairment loss on the amount previously recognised based on the receipt or the repayments from the corporate customer in each of the financial year.

2(b) Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised SB-FRSs, INT SB-FRS and SB-FRS Guidance Notes that are relevant to its operations and are effective for annual financial periods beginning on or after 1 April 2024.

The adoption of these standards did not have any material effect on the financial performance or position of the Group and NParks.

2(c) Standards issued but not yet effective

At the date of authorisation of these financial statements, the Group has not adopted the new and revised SB-FRS, INT SB-FRS and amendments to SB-FRS that have been issued but are not yet effective to them. Management anticipates that the adoption of these new and revised SB-FRS pronouncements in future periods will not have a material impact on the Group's financial statements in the period of their initial application.

2(d) Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of NParks and entities (including special purpose entities) controlled by NParks. Control is achieved when NParks:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

In NParks' separate financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in the statement of comprehensive income.

NParks reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when NParks obtains control over the subsidiary and ceases when NParks loses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date NParks gains control until the date when NParks ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with the Group's accounting policies. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as NParks.

All intra-group balances, income and expenses resulting from intra-group transactions and dividends are eliminated in full.

Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(a) Financial assets

Initial recognition and measurement

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

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

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

Subsequent measurement

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

De-recognition

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

(b) Financial liabilities

Initial recognition and measurement

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

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

Subsequent measurement

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

De-recognition

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

Impairment of financial assets

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

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

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

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

Leases

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

As lessee

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

(a) Right-of-use assets

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

(b) Lease liabilities

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

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

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

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

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

Subleases

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

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognises the net investment in the sublease within "Lease Receivables".

Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in the statement of comprehensive income. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

When the sublease is assessed as an operating lease, the Group recognises lease income from the sublease in the statement of comprehensive income within "other income". The right-of-use asset relating to the head lease is not de-recognised.

As lessor

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

Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold land	— Over the lease periods of 87 to 99 years
Artworks - Paintings & Sculpture	— 20 years
Buildings, structures, capital and other improvements	— 20 years
Office equipment, furniture and fittings	— 5 to 10 years
Laboratory and gardening equipment	— 7 years
Motor vehicles	— 8 to 10 years

Construction-in-progress included in property, plant and equipment is not depreciated as these assets are not available for use. These are carried at cost, less any recognised impairment loss.

The carrying amount of property, plants and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimates accounted for on a prospective basis.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of comprehensive income.

Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in the statement of comprehensive income, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss 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. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of comprehensive income unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment losses relating to goodwill cannot be reversed in future periods.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows. 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 and discounted using a current pre-tax rate that reflects, where appropriate, the risk 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.

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and the grants will be received. Government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred capital grant in the statement of financial position and transferred to income or expenditure on a systematic and rational basis over the useful lives of the related assets. This treatment also applies to assets transferred from other government organisations and other donated assets.

Other government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in the statement of comprehensive income in the period in which they become receivable.

The value of land at the Singapore Botanic Gardens and the Fort Canning Park that were vested to NParks when it was established in June 1990 was taken to the deferred capital grants account. The value of all other assets net of liabilities transferred from the former Parks and Recreation Department of Ministry of National Development (PRD) to NParks in June 1990 and July 1996 amounting to \$4,528,275 was taken to the capital account.

Trust and agency funds

Trust and agency funds are set up to account for funds held in trust where NParks is not the owner and beneficiary of the funds received from the Government and other organisations. The receipts and expenditure in respect of agency funds are taken directly to the funds accounts and the net assets relating to the funds are shown as a separate line item in the statement of financial position. Trust and agency funds are accounted for on the accrual basis.

NParks administers the funds on behalf of the holders of these funds. Upon dissolution of these funds, the remaining moneys in these funds shall be returned to the owners of the funds.

Revenue recognition

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 amount 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. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Rental income

Rental income receivable under operating leases is recognised in the statement of comprehensive income on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

Admission charges

Admission charges in relation to the National Orchid Garden are recognised at a point in time upon the sale of admission tickets. For event admission tickets which are sold in advance, revenue is recognised on the date of event.

Plan fees

Plan fees are recognised at a point in time when the services have been performed and rendered.

Course fees

Course fees are recognised over the duration of the course.

Agency fees

Agency fees are recognised over the period in which the services are completed.

Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Carpark income

Carpark income is recognised at a point in time when transacted.

Licence, certificate and permit fees

Licence, certificates and permit fees are recognised at a point in time when licences, certificates or permits are issued.

Laboratory, inspection and quarantine fees

These fees are recognised at a point in time when the services have been performed and rendered.

Miscellaneous income

Miscellaneous income comprising income derived from consultancy fees, sale of publications, souvenirs and orchid plantlets, and park usage and barbeque permit fees are recognised at a point in time in which they are earned. Liquidated damages are recognised as income when the right to claim such liquidated damages from contractors are established. Compensation collected from contractors whose work resulted in damage to trees and plants are recognised upon issuance of the notice of offence.

Retirement benefits costs

Payments to defined contribution plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit obligations due to pensionable officers are recognised in the statement of financial position in accordance with the Pensions Act 1995. Provision for pension costs for eligible retired employees is estimated by management.

For pension costs, the cost of providing benefits is determined using the projected unit credit method. Remeasurement, comprising actuarial gains and losses is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur.

Remeasurement recognised in other comprehensive income is reflected immediately in accumulated surplus and will not be reclassified to income or expenditure. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorised as follows:

- Service cost (including current and past service cost);
- Net interest expense or income; and
- Remeasurement.

For all active members of the scheme, the "projected accrual benefit" is based on the scheme's accrual formula and upon service as of the valuation date, but using the employee's scheme salary, projected to the age at which the employee is assumed to leave active service. For inactive members, it is the total benefit.

The defined benefit obligation/project benefit obligation/plan liability is the discounted present value of the "projected accrued benefits". The service cost is the corresponding value of benefits earned by active members over the year as a result of one more year of service.

Employee leave entitlement

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

Contribution to consolidated fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of NParks is exempt from income tax.

In lieu of income tax, NParks is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act, Chapter 319A. The provision is based on the guidelines specified by the Ministry of Finance and is computed based on the net surplus of the Group for each of the financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and deposits placed with the Accountant-General's Department ("AGD") that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

Deferred revenue

Income from rental and lease premium received in advance are stated at initial amount less accumulated amortisation. Amortisation is calculated on a straight-line basis to reduce the initial amount over the lease term and is recognised in the statement of comprehensive income.

Income from plan fees received in advance is stated at initial amount collected and is recognised in the statement of comprehensive income when services are performed and rendered.

Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the statement of financial position of the Group.

Funding for government projects

Government projects funded using NParks' accumulated surplus are considered distribution to owners. Accordingly, the amounts are recognised directly in the statement of changes in equity.

Other reserve

Other reserve represents the accumulated surplus transferred from the former Agri-Food and Veterinary Authority of Singapore ("AVA") NParks on 1 April 2019 when AVA transferred its non-food functions to NParks. The accumulated surplus comprised surpluses arising from unutilised grants that were previously received by AVA for future acquisitions of and capital improvements on property, plant and equipment.

The Group has earmarked this reserve to fund future acquisition of property, plant and equipment for the Animal and Veterinary Service ("AVS"). Depreciation charge on such property, plant and equipment will be transferred from other reserves to accumulated surplus. The transfer will cease when this reserve is fully utilised.

3 Property, plant and equipment

	LEASEHOLD LAND	ARTWORKS PAINTINGS AND SCULPTURES	BUILDING, STRUCTURES, CAPITAL AND OTHER IMPROVEMENTS	OFFICE EQUIPMENT, FURNITURE AND FITTINGS	MOTOR VEHICLES	LABORATORY AND GARDENING EQUIPMENT	CONSTRUCTION- IN-PROGRESS	TOTAL
	\$	\$	\$	\$	\$	\$	\$	\$
THE GROUP								
At 1 April 2023	70,086,377	—	224,668,379	70,688,710	1,493,588	7,345,868	32,335,165	406,618,087
Additions	—	—	156,186	72,126	176,640	79,017	11,311,945	11,795,914
Transfers	—	—	13,749	6,169,319	—	—	(6,183,068)	—
Disposals	—	—	(34,053)	(2,222,806)	(151,287)	(561,435)	—	(2,969,581)
At 31 March 2024	70,086,377	—	224,804,261	74,707,349	1,518,941	6,863,450	37,464,042	415,444,420
Reclassification	—	1,212,702	(1,212,702)	—	—	—	—	—
Additions	—	—	1,109,206	1,379,001	238,990	382,849	16,941,781	20,051,827
Transfers	—	—	29,997,798	9,417,977	—	—	(39,415,775)	—
Disposals	—	—	(4,761)	(6,538,755)	(276,698)	(38,534)	—	(6,858,748)
At 31 March 2025	70,086,377	1,212,702	254,693,802	78,965,572	1,481,233	7,207,765	14,990,048	428,637,499
Accumulated depreciation								
At 1 April 2023	20,360,381	—	135,392,488	53,225,078	1,171,248	2,628,902	—	212,778,097
Depreciation for the year	1,126,149	—	8,594,701	6,423,414	88,054	861,814	—	17,094,132
Disposals	—	—	(12,106)	(1,562,147)	(145,194)	(378,084)	—	(2,097,531)
At 31 March 2024	21,486,530	—	143,975,083	58,086,345	1,114,108	3,112,632	—	227,774,698
Reclassification	—	285,342	(285,342)	—	—	—	—	—
Depreciation for the year	1,126,146	63,121	8,657,497	7,120,900	95,066	872,457	—	17,935,187
Disposals	—	—	—	(6,308,286)	(275,038)	(38,534)	—	(6,621,858)
At 31 March 2025	22,612,676	348,463	152,347,238	58,898,959	934,136	3,946,555	—	239,088,027
Carrying amount								
At 31 March 2025	47,473,701	864,239	102,346,564	20,066,613	547,097	3,261,210	14,990,048	189,549,472
At 31 March 2024	48,599,847	—	80,829,178	16,621,004	404,833	3,750,818	37,464,042	187,669,722

3 Property, plant and equipment (Cont'd)

Cash disbursed for purchase of property, plant and equipment in the consolidated statement of cashflows:

	2025	2024
	\$	\$
THE GROUP		
Additions to property, plant and equipment	20,051,827	11,795,914
Donations-in-kind transferred from Garden City Fund (Note 13)	(1,485,776)	—
Accrued capital expenditure (Note 15)	(876,395)	(355,476)
Repayment of accrued capital expenditure in prior year	355,476	477,087
	18,045,132	11,917,525

4 Investment in a subsidiary

	2025	2024
	\$	\$
NPARKS		
Unquoted equity investment, at cost	2	2

Details of the subsidiary at the end of the reporting period are as follows:

NAME OF SUBSIDIARY	COUNTRY OF INCORPORATION / PRINCIPAL PLACE OF BUSINESS	PROPORTION OF OWNERSHIP INTEREST AND VOTING POWER HELD		PRINCIPAL ACTIVITIES
		2025	2024	
		%	%	
Singapore Garden City Pte. Ltd. ^(a)	Singapore	100	100	Landscape planning, advisory services and business consulting services

(a) Audited by JPL WONG & CO.

5 Leases

As lessee

The Group has lease contracts for leasehold land and buildings, and office premises. There are lease contracts that include extension options which are further discussed below.

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

(a) Right-of-use assets

The carrying amounts of the right-of-use assets and movement during the years are disclosed as follows:

	LEASEHOLD LAND AND BUILDINGS	OFFICE PREMISES	TOTAL
	\$	\$	\$
GROUP AND NPARKS			
At 1 April 2023	2,583,097	4,377,939	6,961,036
Transferred to finance lease receivable upon subleases (Note 5(b))	(66,174)	—	(66,174)
Lease modification	319,081	(3,851)	315,230
Depreciation expense (Note 5(d))	(1,852,403)	(814,593)	(2,666,996)
At 31 March 2024	983,601	3,559,495	4,543,096
At 1 April 2024	983,601	3,559,495	4,543,096
Early termination (Note 5(d))	—	(3,063,527)	(3,063,527)
Lease modification	4,875,686	396,781	5,272,467
Depreciation expense (Note 5(d))	(1,994,079)	(611,696)	(2,605,775)
At 31 March 2025	3,865,208	281,053	4,146,261

(b) Lease receivables

As intermediate lessor

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

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

	2025 \$	2024 \$
GROUP AND NPARKS		
At the beginning of the year	6,737,375	8,199,805
Transferred from right-of-use assets upon sublease (Note 5(a))	—	66,174
(Loss)/gain on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease, classified as finance lease	(532,662)	804,077
Accretion of interest (Note 5(d))	229,107	266,227
Proceeds received	(2,465,741)	(2,598,908)
At the end of the year	3,968,079	6,737,375
Within one year	2,468,376	2,682,581
After one year but not more than five years	1,645,584	4,470,970
Total undiscounted lease receivables	4,113,960	7,153,551
Unearned interest income	(145,881)	(416,176)
Total receivables at 31 March	3,968,079	6,737,375
Represented as:		
Current	2,344,322	2,428,298
Non-current	1,623,757	4,309,077
	3,968,079	6,737,375

(c) Lease liabilities

As lessee

The carrying amounts of lease liabilities and the movements during the year are disclosed as follows:

GROUP AND NPARKS

At the beginning of the year
Lease modification
Early termination of lease (Note 5(d))
Accretion of interest (Note 5(d))
Payments (Note 5(e))

At the end of the year

Within one year
After one year but not more than five years
More than five years

Total undiscounted lease payments
Unearned interest costs

Total liabilities at 31 March

Represented as:

Current
Non-current

	2025 \$	2024 \$
At the beginning of the year	9,017,697	12,823,172
Lease modification	5,272,467	315,230
Early termination of lease (Note 5(d))	(3,311,316)	—
Accretion of interest (Note 5(d))	466,190	363,129
Payments (Note 5(e))	(4,501,053)	(4,483,834)
At the end of the year	6,943,985	9,017,697
Within one year	4,019,642	2,878,691
After one year but not more than five years	3,206,751	6,325,361
More than five years	—	477,560
Total undiscounted lease payments	7,226,393	9,681,612
Unearned interest costs	(282,408)	(663,915)
Total liabilities at 31 March	6,943,985	9,017,697
Represented as:		
Current	3,792,652	2,573,254
Non-current	3,151,333	6,444,443
	6,943,985	9,017,697

(d) Amounts recognised in the statement of comprehensive income

	2025 \$	2024 \$
GROUP AND NPARKS		
Depreciation of right-of-use assets	2,605,775	2,666,996
Gain on early termination of lease term (Notes 5(a), 5(c))	(247,789)	—
Loss/(gain) on derecognition of right-of-use assets arising from the head lease arrangement and recognition of a net investment in a sub-lease, classified as finance lease (Note 5(b))	532,662	(804,077)
Interest income on lease receivables (Note 5(b))	(229,107)	(266,227)
Interest expense on lease liabilities (Note 5(c))	466,190	363,129
Lease expenses not capitalised in lease liabilities:		
- Expense relating to short-term leases	1,852,411	1,410,076
- Expenses relating to leases of low-value assets	1,004,282	1,849,822
Total lease expenses	2,856,693	3,259,898
Total amount recognised in the statement of comprehensive income	5,984,424	5,219,719

(e) Total cash outflows

During the current financial year, the Group's total cash outflows for leases are summarised as follows:

	2025 \$	2024 \$
GROUP AND NPARKS		
Principal payments of lease liabilities	4,034,863	4,120,705
Interest paid on lease liabilities	466,190	363,129
	4,501,053	4,483,834
Lease expenses not capitalised in lease liabilities	2,856,693	3,259,898
	7,357,746	7,743,732

(f) Extension options

The group has lease contracts that include extension options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

6 Trade receivables

	GROUP		NPARKS	
	2025 \$	2024 \$	2025 \$	2024 \$
Not due	3,835,772	7,980,249	3,835,772	7,941,249
Past due < 1 month	386,617	143,388	386,617	143,388
Past due 1 month to 4 months	200,694	159,245	200,694	159,245
Past due > 4 months	680,700	511,670	680,700	511,670
Receivables not impaired	5,103,783	8,794,552	5,103,783	8,755,552
Impaired receivables	4,347,436	7,127,224	4,347,436	7,127,224
	9,451,219	15,921,776	9,451,219	15,882,776
Allowance for impairment loss	(4,347,436)	(7,127,224)	(4,347,436)	(7,127,224)
Total	5,103,783	8,794,552	5,103,783	8,755,552

Included in "impaired receivables" as at 31 March 2025 are rental arrears due from a corporate customer of \$3,736,800 (2024 - \$6,616,800) to be recovered over 8 (2024 - 9) annual instalment payments. Impairment losses of \$2,880,000 (2024 - \$735,200) was reversed to profit or loss on receipt of the annual instalment payments by the customer.

The credit period on rendering of services is 30 days (2024 - 30 days). Other than the rental arrears owing by the corporate customer which interest is charged at 2% per annum, no interest is charged on the trade receivables, and no collateral is held by the Group and NParks over the trade receivables.

Expected credit losses

The movement in allowance for expected credit losses on trade receivables computed based on lifetime ECL are as follows:

	2025 \$	2023 \$
GROUP AND NPARKS		
At 1 April	7,127,224	7,765,446
Amount write-off	—	(38,798)
Impairment loss recognised	103,720	138,978
Impairment loss reversed	(2,883,508)	(738,402)
Impairment loss (reversed)/recognised, net (Note 18)	(2,779,788)	(599,424)
At 31 March	4,347,436	7,127,224

7 Other receivables

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Other receivables				
- MND ⁽ⁱ⁾	3,118,457	1,606,540	3,118,457	1,606,540
- Garden City Fund ⁽ⁱⁱ⁾	335,821	1,784,306	335,821	1,784,306
- Gardens by the Bay ⁽ⁱⁱ⁾	79,096	46,795	79,096	46,795
- Other Ministries and Statutory Boards ⁽ⁱⁱ⁾	793,745	—	793,745	—
- Other receivables	2,065,226	557,819	2,087,733	576,322
Interest receivables	7,772,685	6,371,030	7,770,154	6,371,030
Deposits	586,725	558,131	586,475	557,881
	14,751,755	10,924,621	14,771,481	10,942,874

(i) Receivables from MND comprise development grants receivable by NParks. These amounts are unsecured and interest-free and are repayable on demand.
(ii) Non-trade amounts due from Garden City Fund, Gardens by the Bay and other Ministries and Statutory Boards comprising expenses paid on behalf by NParks are unsecured and interest-free and are repayable on demand.

8 Cash and cash equivalents

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank	430,568	387,667	—	—
Deposits with AGD ⁽ⁱ⁾	500,771,223	447,487,118	500,771,223	447,487,118
	501,201,791	447,874,785	500,771,223	447,487,118

(i) With effect from financial year 2009/2010, Statutory Boards participate in the Centralised Liquidity Management by the Accountant General's Department ("AGD") under AGD Circular 4/2009. Deposits are centrally managed by AGD, available to the statutory board upon request and earns interest at the average rate of 3.08% (2024 - 3.38%) per annum.

9 Share capital

GROUP AND NPARKS	2025	2024
	\$	\$
Issued and fully paid up:		
At 1 April	37,151,352	37,092,611
Equity injection	3,358,035	58,741
At 31 March	40,509,387	37,151,352

Injection of capital is part of the Capital Management Framework for Statutory Boards under Finance Circular Minute M2/2024 (superseding Finance Circular Minute M26/2008 as of 1 April 2024). Under this framework, the Government may provide funding as capital injections (recognised as share capital in equity) and/or capital grants (recognised as deferred capital grants), taking into consideration the cost recoverability of the asset. The shares have been fully paid and are held by the Minister for Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act (Chapter 183). The holder of these shares, which has no par value, is entitled to receive dividends.

10 Capital account

Capital account represents the value of assets net of liabilities (excluding the leasehold land acquired via Government capital grants) transferred from the former Parks and Recreation Department ("PRD") of MND when NParks was established in June 1990 and when PRD merged with NParks in July 1996.

11 Other reserve

Other reserve represents the accumulated surplus transferred from the former Agri-Food and Veterinary Authority of Singapore ("AVA") NParks on 1 April 2019 when AVA transferred its non-food functions to NParks. The accumulated surplus comprised surpluses arising from unutilised grants that were previously received by AVA for future acquisitions of and capital improvements on property, plant and equipment.

The Group has earmarked this reserve to fund future acquisition of property, plant and equipment for the Animal and Veterinary Service ("AVS"). Depreciation charge on such property, plant and equipment will be transferred from other reserves to accumulated surplus. The transfer will cease when this reserve is fully utilised.

The amount utilised in the current financial year represents the depreciation charged on replacement assets of \$573,440 (2024 - \$573,440) that have been purchased as at the end of the reporting period.

12 Deferred capital grants

	2025	2024
	\$	\$
GROUP AND NPARKS		
At 1 April	132,357,166	137,701,653
Amounts transferred from Government grants (Note 16)	8,646,119	7,674,645
Donations-in-kind transferred from Garden City Fund (Note 3)	1,485,776	—
Less: Amortisation of deferred capital grants	(12,679,758)	(13,019,132)
At 31 March	129,809,303	132,357,166
Total capital grants received (excluding donations-in-kind transferred from Garden City Fund) and utilised since establishment	353,277,742	343,145,847

13 Deferred revenue

	2025	2024
	\$	\$
GROUP AND NPARKS		
Lease premium received in advance	631,944	715,278
Plan fees received in advance	983,527	943,375
Rental received in advance	1,680,000	1,680,000
Others	184,157	169,658
	3,479,628	3,508,311
Represented by:		
Non-current portion	961,721	1,022,130
Current portion	2,517,907	2,486,181
	3,479,628	3,508,311

The lease premium received in advance represents the unamortised balance of lease premium received in advance from a tenant.

14 Provision for pension costs

	2025	2024
	\$	\$
GROUP AND NPARKS		
At 1 April	1,341,311	1,575,317
Provision recognised/ (reversed) for the year (Note 19)	22,678	(114,006)
Payments during the year	(120,000)	(120,000)
At 31 March	1,243,989	1,341,311
Represented by:		
Non-current portion	1,123,989	1,221,311
Current portion	120,000	120,000
	1,243,989	1,341,311

As at the beginning and the end of the financial year, no existing employees of NParks were eligible for the pension scheme.

15 Trade and other payables

	GROUP		NPARKS	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables	36,853,667	28,026,976	36,853,667	28,026,976
Other payables				
- MND ⁽ⁱ⁾	5,151,881	4,365,309	5,151,881	4,365,309
- Garden City Fund ⁽ⁱⁱ⁾	152,240	148,731	152,240	148,731
- Others	7,075,259	13,827,719	7,075,128	13,827,158
Rental and other deposits	8,824,638	8,641,702	8,824,638	8,641,702
Accrued capital expenditure (Note 3)	876,395	355,476	876,395	355,476
Accrual expenses	25,340,103	24,768,962	25,334,433	24,763,662
Financial liabilities at amortised cost	84,274,183	80,134,875	84,268,382	80,129,014
GST payable	4,486,009	8,272,842	4,486,003	8,272,842
	88,760,192	88,407,717	88,754,385	88,401,856

(i) Payables to MND comprise primarily state revenue collections received on behalf of the Ministry. The amounts are unsecured and interest-free and are repayable in cash on demand.

(ii) Non-trade amounts due to Garden City Fund are unsecured and interest-free.

16 Government grants received in advance

	OPERATING GRANTS ⁽ⁱ⁾	DEVELOPMENT GRANTS ⁽ⁱⁱ⁾	OTHER GRANTS ⁽ⁱⁱⁱ⁾	TOTAL
	\$	\$	\$	\$
GROUP AND NPARKS				
At 1 April 2023	21,379,270	(2,145,921)	(856,652)	18,376,697
Grants received during the year	432,817,290	102,201,529	1,491,225	536,510,044
Grants receivable	—	—	772,554	772,554
Interest income earned	—	114,166	—	114,166
Transfer to deferred capital grants (Note 12)	(7,645,406)	(29,239)	—	(7,674,645)
Unutilised grants returned	(751,842)	(124,748)	—	(876,590)
Payment on behalf (Note 23)	—	(100,868,719)	—	(100,868,719)
Transfer to statement of profit or loss	(416,958,131)	—	(1,504,070)	(418,462,201)
At 31 March 2024	28,841,181	(852,932)	(96,943)	27,891,306
Grants received during the year	464,921,461	76,249,150	819,878	541,990,489
Grants receivable	—	12,000	1,900,902	1,912,902
Interest income earned	—	117,087	—	117,087
Transfer to deferred capital grants (Note 12)	(8,577,414)	(68,705)	—	(8,646,119)
Unutilised grants returned	(804,913)	—	—	(804,913)
Payment on behalf (Note 23)	—	(73,589,219)	—	(73,589,219)
Transfer to statement of comprehensive income	(447,708,491)	—	(2,927,291)	(450,635,782)
At 31 March 2024	36,671,824	1,867,381	(303,454)	38,235,751

Notes

- (i) Total operating grants received/receivable less transferred to deferred capital grants since establishment are \$5,625,778,905 (2024 - \$5,169,434,858).
- (ii) Development grants received from MND for State projects running by NParks on behalf of MND.
- (iii) Other grants comprise grants received from other government agencies.
- (iv) Transfer from accruals related to grants previously received from MND to settle certain expenses, no longer deemed necessary.

17 Net assets of Garden City Fund

National Parks Board ("NParks") is the trustee of Garden City Fund ("GCF"). GCF is managed and administered by the Garden City Fund Management Committee, comprising staff from NParks and members of the public appointed by NParks, in accordance with the provisions of the Third Amended and Restated Garden City Fund Trust Deed dated 18 May 2021 (the "Deed").

The GCF comprises the Garden City Endowment Fund ("GCEF") and the Garden City Non-Endowment Fund ("GCNEF"). The GCNEF comprises all moneys transferred from the specific funds of NParks upon the formation of the Garden City Fund on 1 July 2002 and all other contributions to the GCNEF. There has been no contribution to the GCEF since establishment. The GCNEF and the income from the GCEF will be used to further the objectives of the Garden City Fund.

The objectives of GCF are exclusively to enhance the enjoyment of the Garden City, for amenities and special features at the national parks, nature reserves and green areas in Singapore and also for community activities and programmes that promote awareness of nature, art and culture, conservation, research and education and, through involving the citizens to enhance ownership of the Garden City, facilitating a sense of rootedness to the nation.

Upon dissolution of the Garden City Fund, the remaining moneys in the fund shall be donated to charitable organisations which have been designated as Institutions of a Public Character under the Income Tax Act 1947 and registered under the Charities Act 1994.

GCF's accounts are prepared in accordance with Financial Reporting Standards in Singapore ("FRS").

GROUP AND NPARKS

Income:

	2025 \$	2024 \$
Donations	12,835,596	7,979,841
Sales of publications/souvenirs/merchandise	96,155	108,172
Course/tour fees	76,991	71,805
Interest income	1,072,782	997,169
Other income	100	—
	14,081,624	9,156,987

Amounts disbursed for:

Costs of charitable activities:

Conservation projects	610,821	48,012
Enhancements of parks, gardens and facilities	2,034,494	2,036,726
Outreach, education and research programmes	5,189,084	3,274,825
Publication	37,450	38,816
Administrative costs	2,051,157	860,408
	9,923,006	6,258,787

Surplus for the year	4,158,618	2,898,200
Accumulated fund at 1 April	25,435,807	22,537,607
Accumulated fund at 31 March	29,594,425	25,435,807

17 Net assets of Garden City Fund (Cont'd)

	2025	2024
	\$	\$
GROUP AND NPARKS		
Represented as:		
Current assets		
Other receivables and prepayments	376,430	444,553
Cash and bank balances	45,108,881	40,328,621
	45,485,311	40,773,174
Current liabilities		
Trade payables	248,017	376,054
Other payables	359,891	2,106,966
Deferred donations	15,282,978	12,854,347
	15,890,886	15,337,367
Net assets	29,594,425	25,435,807

18 Income

	GROUP		NPARKS	
	2024/2025	2023/2024	2024/2025	2023/2024
	\$	\$	\$	\$
Operating income	36,768,004	34,335,388	36,760,732	34,327,637
Barbeque permit fees	417,424	456,136	417,424	456,136
Consultancy fees	45,000	39,000	—	—
Events income	242,202	263,423	242,202	254,823
Express services	99,178	270,015	99,178	270,015
Gain on derecognition of right-of-use assets (Note 5(d))	—	804,077	—	804,077
Gain on early termination of lease (Note 5(d))	247,789	—	247,789	—
Liquidated damages	1,100,665	156,709	1,100,665	156,709
Merchandise	20,298	39,960	40,747	39,960
Park usage fees	319,497	327,568	319,497	327,568
Publication and plant sales	60,563	49,911	60,563	49,911
Tour fees	63,885	89,558	63,885	89,558
Impairment loss reversed (Note 6)	2,779,788	599,424	2,779,788	599,424
Others	2,334,118	454,201	2,334,118	474,468
Miscellaneous income	7,730,407	3,549,982	7,705,856	3,522,649
Total income	44,498,411	37,885,370	44,466,588	37,850,286
Timing of transfer of goods or services:				
At a point in time	18,564,852	16,125,196	18,540,301	16,097,863
Overtime (course and agency fees)	1,586,616	1,728,050	1,586,616	1,728,050
	20,151,468	17,853,246	20,126,917	17,825,913
Rental income	7,208,242	6,892,004	7,208,242	6,892,004
Impairment loss reversed (Note 6)	2,779,788	599,424	2,779,788	599,424
Interest income	14,358,913	12,540,696	14,351,641	12,532,945
Total income	44,498,411	37,885,370	44,466,588	37,850,286

19 Staff costs

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Wages and salaries	142,111,412	131,299,472
Contributions to defined contribution plans	20,528,004	19,066,155
Provision for pension costs recognised/ (reversed) (Note 14)	22,678	(114,006)
Other staff benefits	965,115	729,797
	163,627,209	150,981,418

20 Deficit from operations

The following item has been included in arriving at deficit from operations:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Loss on disposal of property, plant and equipment	157,926	154,646
Reversal of impairment loss on trade receivables (Note 6)	(2,779,788)	(599,424)

21 Funding for government projects

During the financial year ended 31 March 2025, \$741,190 (2024 - \$766,457) was incurred to fund the capital expenditure for SBG Children’s Garden Extension.

As the project was funded using NParks’ accumulated surplus, it is considered distribution to owners. Accordingly, the amounts are recognised directly in the statement of changes in equity.

22 Commitments

Capital commitments

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Contracted but not provided for	270,665,798	162,598,943
Less: Development expenditure on behalf of government	(270,665,798)	(162,598,943)
	—	—
Authorised but not contracted for	435,085,476	494,307,654
Less: Development expenditure on behalf of government	(413,446,047)	(460,956,608)
	21,639,429	33,351,046
	21,639,429	33,351,046

NParks is the agent to develop, upgrade, manage and maintain the public parks on behalf of the government. Amounts contracted but not provided for comprise mainly work relating to Jurong Lake Gardens, parks developments and the Park Connector Network. Amounts authorised but not contracted for comprise mainly work relating to new parks developments, the Park Connector Network and redevelopment programmes.

23 Related party transactions

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

The Group and NParks entered into the following significant transactions with its parent Ministry, MND, and other related parties during the year, which are reimbursable in full:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
MND		
Revenue collected on behalf of and remitted to MND	45,139,556	42,739,090
Development expenditure paid on behalf		
- Other state projects (Note 16)	73,589,219	100,868,719
Other Ministries and Statutory Boards		
Expenses paid on behalf	6,835,934	6,635,102
Garden City Fund		
Expenses paid on behalf	1,666,722	2,194,960
Gardens by the Bay		
Expenses paid on behalf	401,936	338,773

Compensation of key management personnel

The remuneration of key management personnel during the financial year were as follows:

	2024/2025	2023/2024
	\$	\$
GROUP AND NPARKS		
Salaries and other short-term employee benefits	3,736,421	2,970,227
Post-employment benefits	135,918	83,871

25 Financial risk management objectives and policies

The Group is exposed to financial risk arising from its operations which include interest rate risk, credit risk and liquidity risk. The Group has written policies and guidelines, which set out its general risk management framework as discussed below.

There has been no change to the Group’s exposure to these financial risks or the manner in which it manages and measures the risk.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

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

The Group's objective is to minimise losses incurred due to increased credit risk exposure. The Group transacts only with recognised and creditworthy third parties. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

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

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forwarding-looking information which includes the actual or expected adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligation.

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

- There is significant financial difficulty of the debtors
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation

Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery. Where receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in the statement of comprehensive income.

Trade receivables

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

The Group and NParks have recorded a reversal of impairment loss of \$2,880,000 (2024 - \$735,200) to profit or loss on receipt of annual instalment payments by the corporate customer during the current financial year. The customer has requested for an extended credit term and the amount is more than 150 days past due based on its agreed contractual repayment due date.

Management concluded that it is premature to reverse the allowance made and there is a possibility that the customer may default on the repayment and as such, there is a need to retain the provision on impairment loss as at 31 March 2025. Management will continue to recognise the reversal of the impairment loss on the amount previously recognised based on the receipt or the repayments from the corporate customer in each of the financial year.

For the remaining trade receivables, the Group has applied the simplified approach in SB-FRS 109 to measure the allowance of lifetime ECL. The Group determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted and apportioned to reflect current conditions and estimates of future economic conditions. Based on the Group's assessment, other than disclosed in Note 6 to the financial statements, there is no additional loss allowance made as at 31 March 2025.

Other receivables

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

Excessive risk concentration

Except for receivables due from MND and other government agencies, there is no significant concentration of credit risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rate.

The Group's exposure to changes in interest rates relates primarily to fixed deposits and non-current trade receivables. Surplus funds in NParks are placed with Accountant-General's Department ("AGD") as disclosed in Note 8. Other than funds placed with AGD and non-current trade receivable with fixed interest rate as disclosed in Note 7, there are no other significant interest-bearing assets or interest-bearing liabilities as at the end of the reporting period.

Sensitivity analysis for interest rate risk

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable possible changes in interest rates to have a significant impact on the Group's operations and cash flows.

Liquidity risk

Liquidity or funding risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group and NParks receive its funds from its Parent Ministry which are drawn down on a regular basis to meet its funding requirements. All excess cash from NParks' bank accounts are aggregated and centrally managed by the AGD on a daily basis.

Analysis of financial instruments by remaining contractual maturities

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

	LESS THAN 1 YEAR \$	BETWEEN 2 AND 5 YEARS \$	OVER 5 YEARS \$	TOTAL \$
GROUP				
2025				
Financial liabilities				
Lease liabilities (Note 5(c))	4,019,642	3,206,751	—	7,226,393
Trade and other payables (Note 15)	84,274,183	—	—	84,274,183
Total undiscounted financial liabilities	88,293,825	3,206,751	—	91,500,576
2024				
Financial liabilities				
Lease liabilities (Note 5(c))	2,878,691	6,325,361	477,560	9,681,612
Trade and other payables (Note 15)	80,134,875	—	—	80,134,875
Total undiscounted financial liabilities	83,013,566	6,325,361	477,560	89,816,487
	LESS THAN 1 YEAR \$	BETWEEN 2 AND 5 YEARS \$	OVER 5 YEARS \$	TOTAL \$
NPARKS				
2025				
Financial liabilities				
Lease liabilities (Note 5(c))	4,019,642	3,206,751	—	7,226,393
Trade and other payables (Note 15)	84,268,382	—	—	84,268,382
Total undiscounted financial liabilities	88,288,024	3,206,751	—	91,494,775
2024				
Financial liabilities				
Lease liabilities (Note 5(c))	2,878,691	6,325,361	477,560	9,681,612
Trade and other payables (Note 15)	80,129,014	—	—	80,129,014
Total undiscounted financial liabilities	83,007,705	6,325,361	477,560	89,810,626

25 Financial instruments

Fair values

The carrying amounts of the financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

However, the Group does not anticipate that the carrying amounts recorded at end of the reporting period would be significantly different from the values that would eventually be received or settled.

Accounting classification of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities at the reporting date by categories are as follows:

	GROUP		NPARKS	
	2025 \$	2024 \$	2025 \$	2024 \$
Financial assets at amortised cost				
Lease receivables (Note 5(b))	3,968,079	6,737,375	3,968,079	6,737,375
Trade receivables (Note 6)	5,103,783	8,794,552	5,103,783	8,755,552
Other receivables (Note 7)	14,751,755	10,924,621	14,771,481	10,942,874
Cash and cash equivalents (Note 8)	501,201,791	447,874,785	500,771,223	447,487,118
	525,025,408	474,331,333	524,614,566	473,922,919
Financial liabilities at amortised cost				
Lease liabilities (Note 5(c))	6,943,985	9,017,697	6,943,985	9,017,697
Trade and other payables (Note 15)	84,274,183	80,134,875	84,268,382	80,129,014
	91,218,168	89,152,572	91,212,367	89,146,711

The carrying amounts of cash and cash equivalents, trade receivables, other receivables and trade and other payables, approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The carrying amount of long-term trade receivables approximates fair value as the interest rate approximates the market level at the end of the reporting period.

26 Capital management

The Group manages its capital to ensure that it will be able to continue as a going concern while fulfilling its objective as a statutory board.

The capital structure of the Group consists of accumulated surplus, capital account and share capital. The overall strategy of the Group remains unchanged from the previous financial year.

27 Comparative information

The following prior year reclassifications on cash disbursed for the purchase of property, plant and equipment under investing activities in the consolidated statement of cash flows are as follows:

	AS REPORTED	RECLASSIFICATION	AS REPRESENTED
	\$	\$	\$
CONSOLIDATED STATEMENT OF CASH FLOWS FINANCIAL YEAR ENDED 31 MARCH 2024			
Cash Flows from Operating Activities			
Changes in trade and other payables	3,841,927	121,611	3,963,538
Cash flows used in operations	(371,008,144)	121,611	(370,886,533)
Net cash used in operating activities	(378,617,472)	121,611	(378,495,861)
Cash Flows from Investing Activities			
Purchase of property, plant and equipment	(11,795,914)	(121,611)	(11,917,525)
Net cash generated from investing activities	2,107,218	(121,611)	1,985,607