global cultural alliance

www.globalculturalalliance.sg

Global Cultural Alliance Annual Report 2023/24

Building Communities. Bridging Borders.

About GCA

Founded in 2014, GCA is a not-for-profit organisation that focuses on building communities and bridging borders through arts and cultural programmes. It is committed to developing an inclusive society and positioning Singapore as a cultural hub for the exchange of ideas and shared experiences. The team firmly believes in the transformative power of the arts and works with marginalised segments of society including individuals with experiences of incarceration, poverty or in need of mental health support.

For more information, please visit www.globalculturalalliance.sg

Lee Suan Hiang
Chairman, GCA

Chairman’s Message

2023 was a momentous year for GCA, with the return of the *Spotlight Singapore* series bringing GCA and the Singaporean delegates to Ho Chih Minh City and Hanoi in Vietnam, as well as the new initiative GCA produced, the *Spirit of Giving* concert series. As an arts management organisation and a champion for young talents in the arts, it gladdens me to see homegrown West End superstar Nathania Ong lead the concert and support rising talents. These two events served as a testament to our commitment to building communities in Singapore and beyond.

It was a great privilege to have GCA produce *LKY: The Experience*, which blended modern day technology with historical elements to tell the story of our late founding father, Mr Lee Kuan Yew. The immersive experience shone a spotlight on the person behind his political achievements, which many of today's generation may not know of. The event which bridged the borders between past and present was an enjoyable experience well received by visitors young and old.

As I speak of the new generation in the year, we continued to commit to expanding the horizons of our local tertiary students in various fields such as agriculture and entrepreneurship with initiatives like our ongoing *Urban Culture Asia* projects in Ipoh and Johor Bahru. I would like to extend my gratitude to both organising teams of *Spotlight Singapore* as well as *Urban Culture Asia* for working so hard behind-the-scenes to ensure that both projects were great successes, and our delegates well cared for.

2023 ended on a high note with our annual fundraiser, *ChariTrees*. *ChariTrees* featured a record 80 trees, with $705,000 raised. In 2023, we also added to the venues under GCA, when we took over the management of the Battlebox, Singapore's only operational WWII bunker. The enhanced experience with an audio tour and the visual projection rooms was well received by the public, and we are committed to building upon it to ensure the relevance of this historic site in today's context.

I would like to thank all our supporters, donors, sponsors and partners who have played a significant part in making 2023 a successful year for GCA. I would also like to thank the Board of Directors and the team at GCA for their dedication, commitment and relentless efforts in growing GCA and ensuring high standards in all our projects.

2024 will see GCA reaching our 10-year mark. I hope GCA will continue to grow from strength to strength in bridging borders and building communities, with many more decades to come.

Lee Suan Hiang
Chairman, GCA

(Section 1)

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LIGHTS

(Section 1)

LKY:
The Experience

Produced by GCA, created by Lucid Experiences and co-organised by TRCL and Community Chest, *LKY: The Experience* was an immersive experience aimed at educating the current generation about Singapore's late founding father, Mr Lee Kuan Yew. The experience content was focused on Mr Lee as a person, beyond his achievements in the political arena. To ensure that visitors remained engaged throughout, *LKY: The Experience* was angled as a social media-worthy exhibition, with interactive games for families and children to enjoy as they learn about Mr Lee.

LKY: The Experience coincided with Mr Lee's 100th birthday, shedding light on his past growing up in a plantation, facing the challenges students of today also face while in school. The experience portrayed Mr Lee in a more personable and approachable manner, when most millennials and older would know him for his strict, no-nonsense personality when uplifting Singapore from a third world to a first world country.

Nett proceeds from ticket sales benefitted the Business Times Budding Artists Fund (BT BAF), managed by TRCL. As his political achievements were well-documented but his person was less known, the experience gave the public a rare glimpse of his past and his struggles prior to his entry into politics and was well received. Minister Tan See Leng graced the official opening and Prime Minister Lee Hsien Loong visited the experience as well.

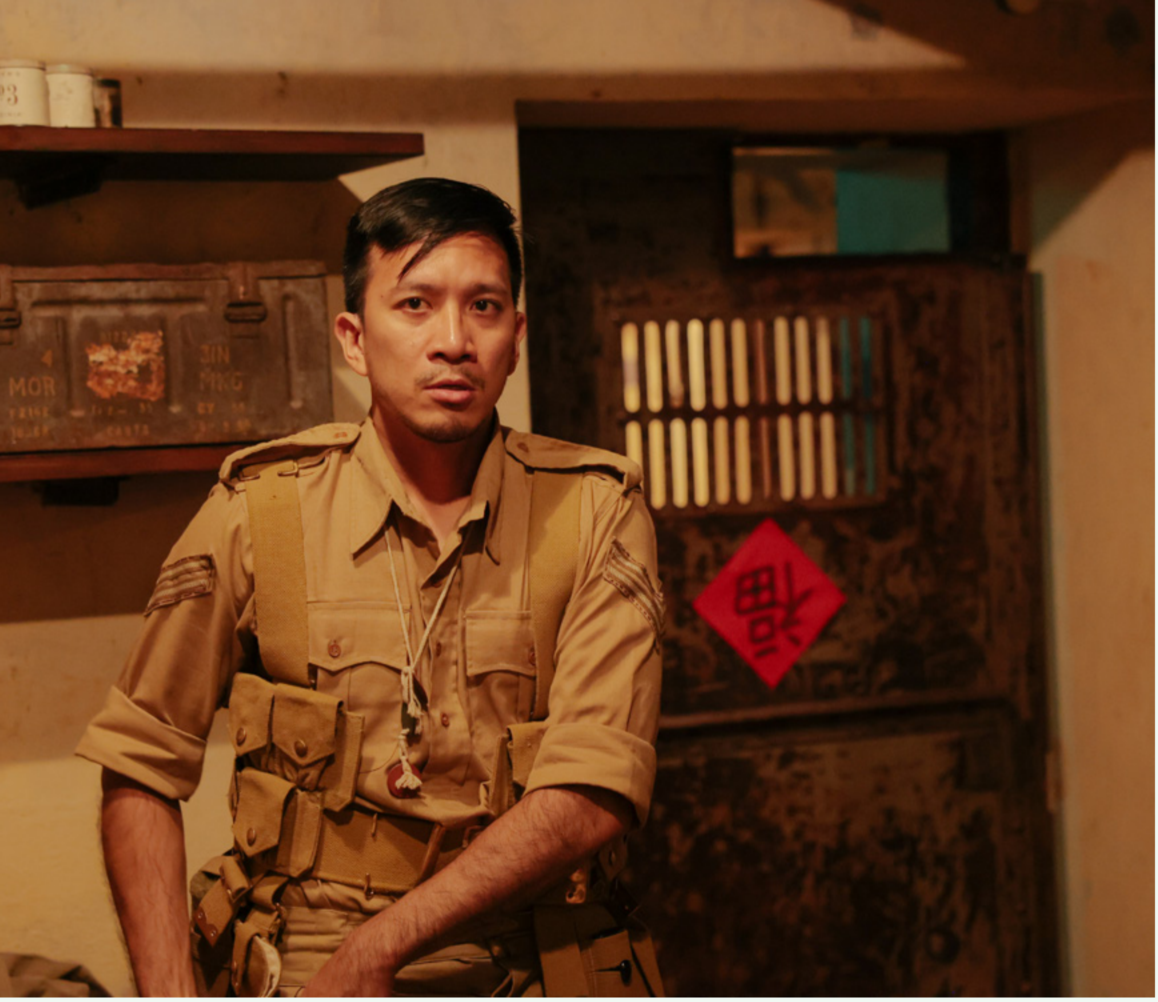
Minister for Manpower Dr. Tan See Leng visited LKY: The Experience during the official launch

NO QUESTION OF SURRENDER: Three Days Before the Fall

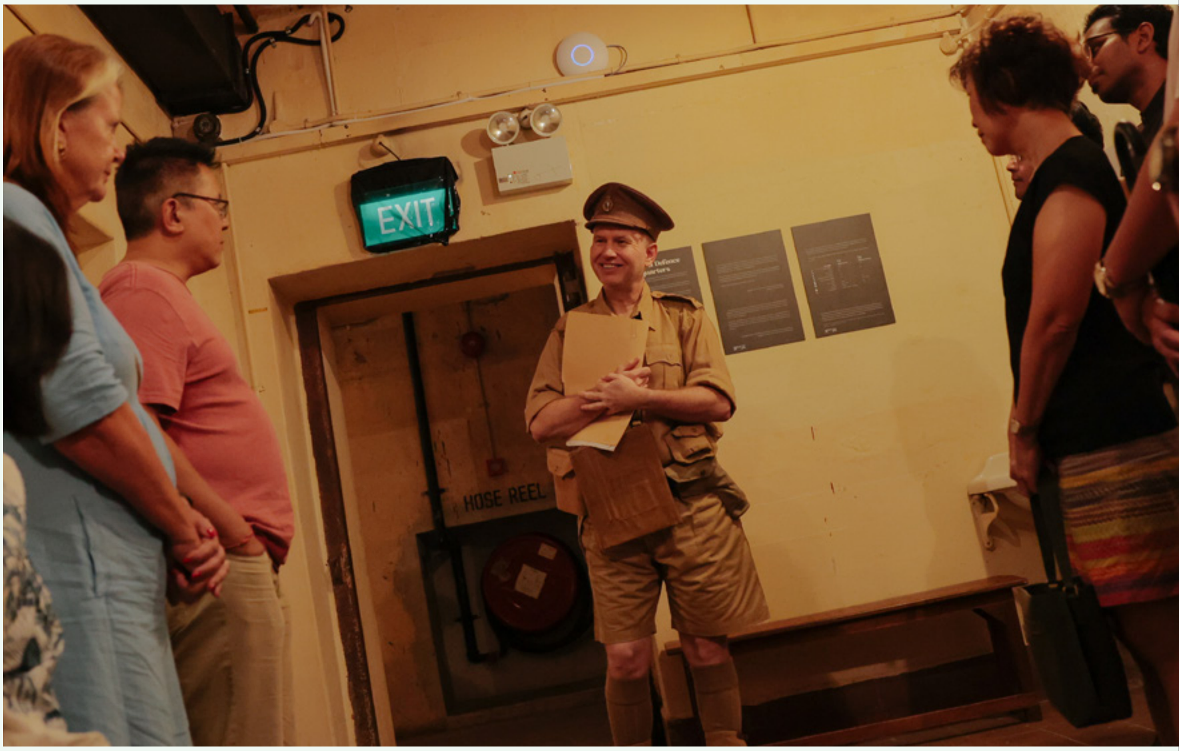
To mark this year's Total Defence Day, GCA produced the interactive production, *NO QUESTION OF SURRENDER*, a unique, site-specific immersive experience lauded by attendees. The production involved live actors roleplaying as local and colonial staff during the war, with the attendees as Straits Settlement Volunteer Corps members.

The production led people through each room of the Battlebox, sharing the sentiments the staff had about the ongoing war, and the rumours they heard of the upcoming surrender to the invading Japanese forces. With the creativity of show director Jonathan Lim, the show involved sights, sounds and smells to simulate how the bunker felt during the war.

Various members of statutory boards like the Singapore Tourism Board, NParks, and even the High Commissioner of New Zealand to Singapore attended the show, remarking their enjoyment of the show as well as the educational value behind it.



Henry the Signaler
played by Alfred Loh



MAJ Thorpe, played by
Justin Lee, addressing
the crowd

(Section 2)

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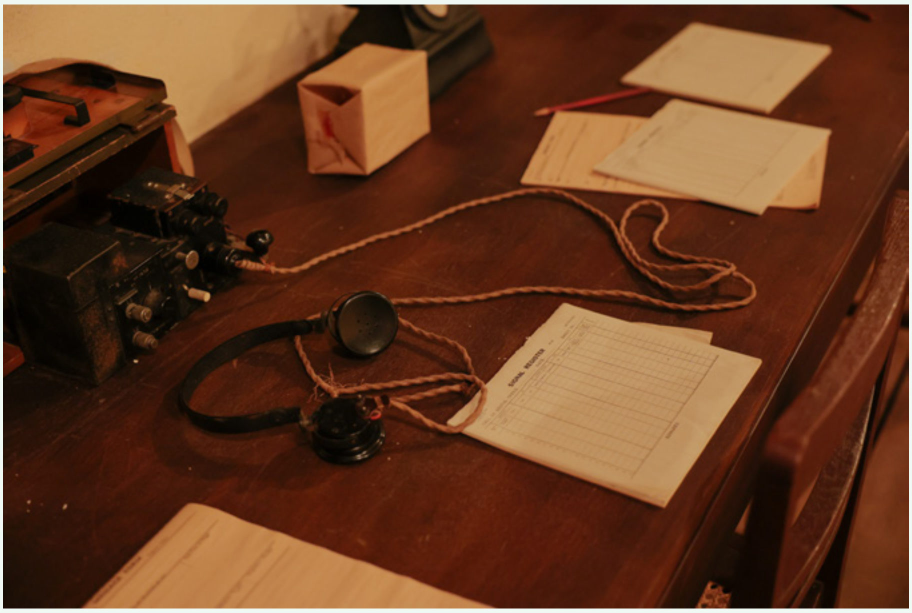
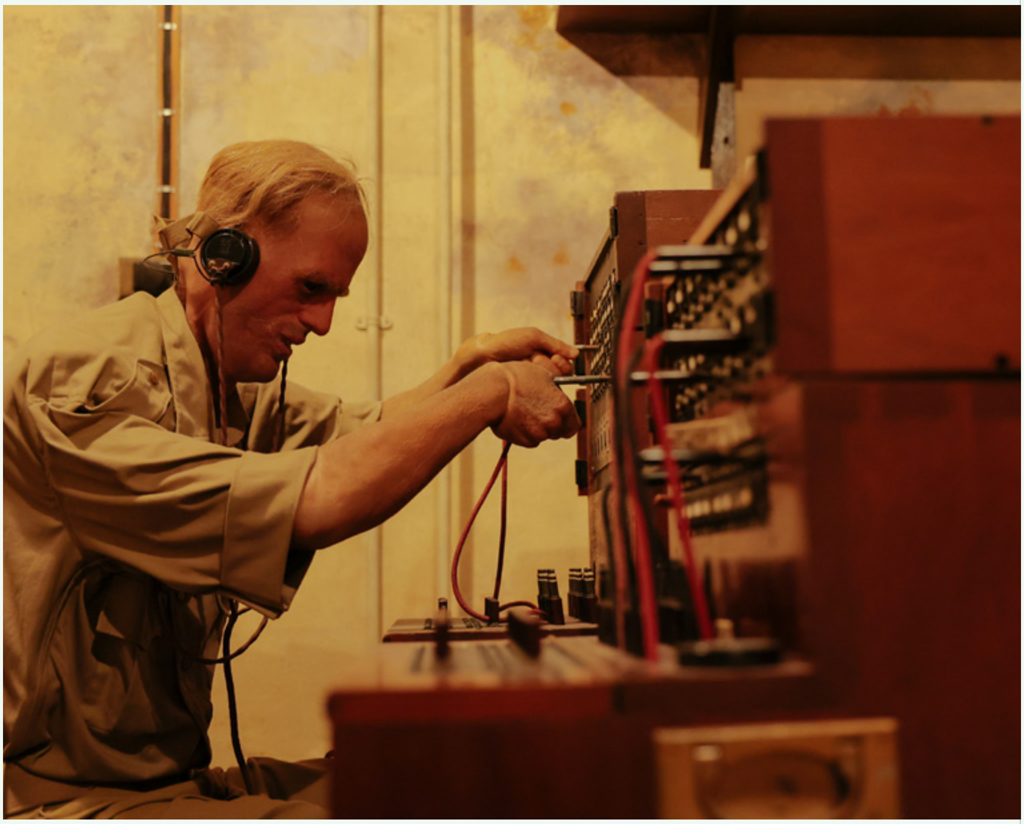
(Section 2)

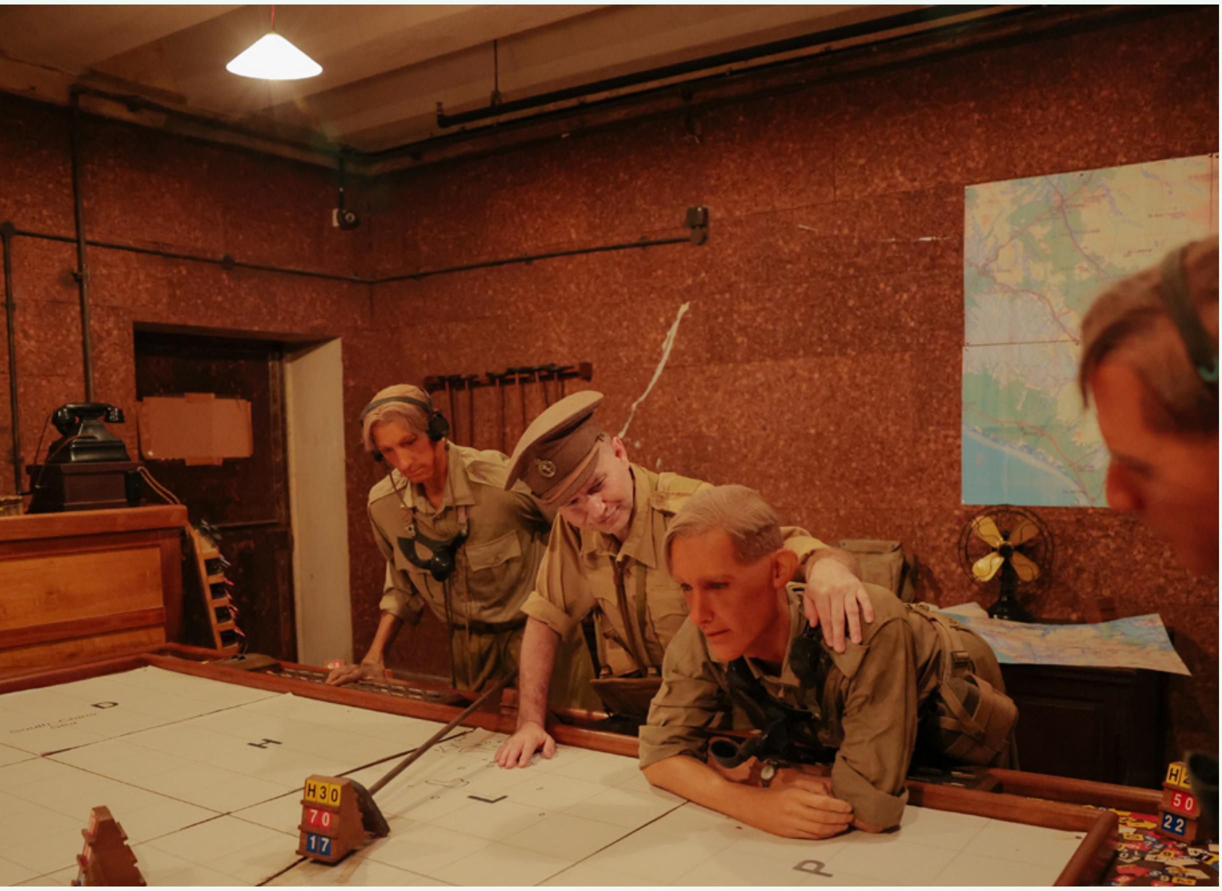
The Battlebox

In June, GCA took over the management of the Battlebox, Singapore's only operational WWII bunker. It was the pivotal point of WWII, where the British surrender was decided, and the start of the Japanese occupation was nigh. The change in management was initiated for GCA to enhance the learning experience of the Battlebox among the current generation, using modern-day technologies to help them learn about the past.

The Battlebox will not only serve as a historic site and museum, but also a venue space for unique events and experiences. With our partners Fingertips and Cinewav, GCA was able to enhance the Battlebox experience with a projection room showcasing the horrors and fears people faced during the war, a projection room displaying the disparities of the perspectives that the Allied forces and the Japanese forces had, all accompanied by an audio tour that aided understanding the purposes of every room in the bunker.



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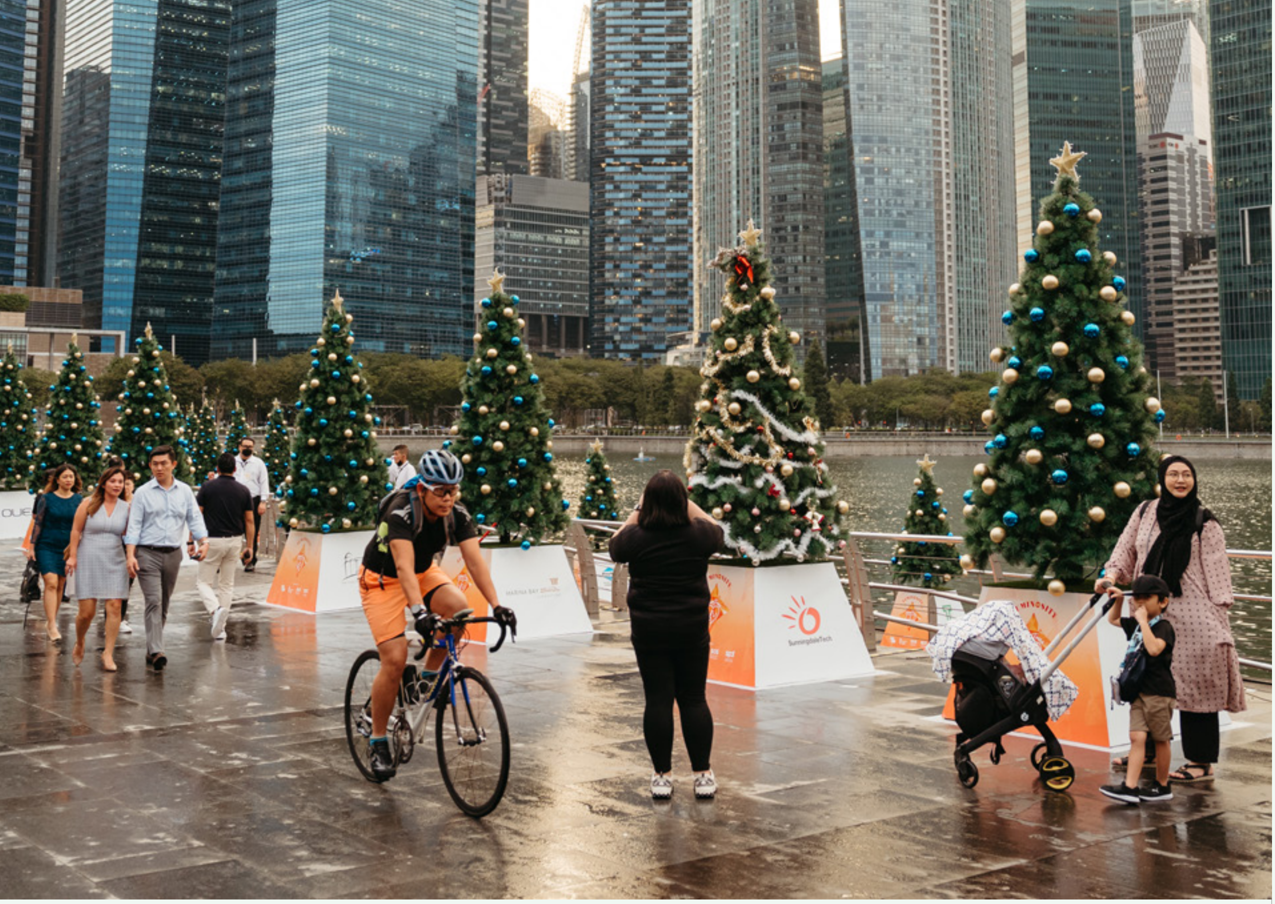
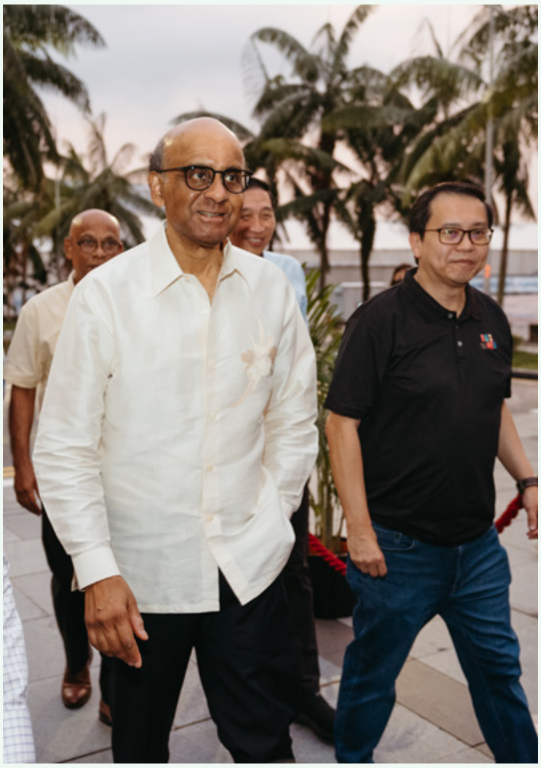
ChariTrees 2023: Luminosity

Beginning with 25 trees in 2011, *ChariTrees* grew to a record 80 trees in 2023, raising $705,000 for the four participating charities: Samaritans of Singapore (SOS), Singapore Cancer Society (SCS), SPD, and TRCL. Reflecting as a beacon of hope for those in need, ChariTrees 2023 was aptly themed Luminosity, sharing and spreading the light of hope.

ChariTrees has grown from a single charity fundraiser to a platform where charities can participate and raise funds for their needs. Newly elected President Tharman Shanmugaratnam attended as the guest-of-honour, presenting tokens of appreciation to the highest tier of donors, as well as lighting up the ChariTrees during the ceremony.

Managed by GCA, *ChariTrees* ran from 20th November to 26th December, open to the public to bask in the glow of the trees during the holiday season. Each tree featured stories from beneficiaries of the participating stories, providing more clarity to how the funds raised make a difference in the lives of the beneficiaries.





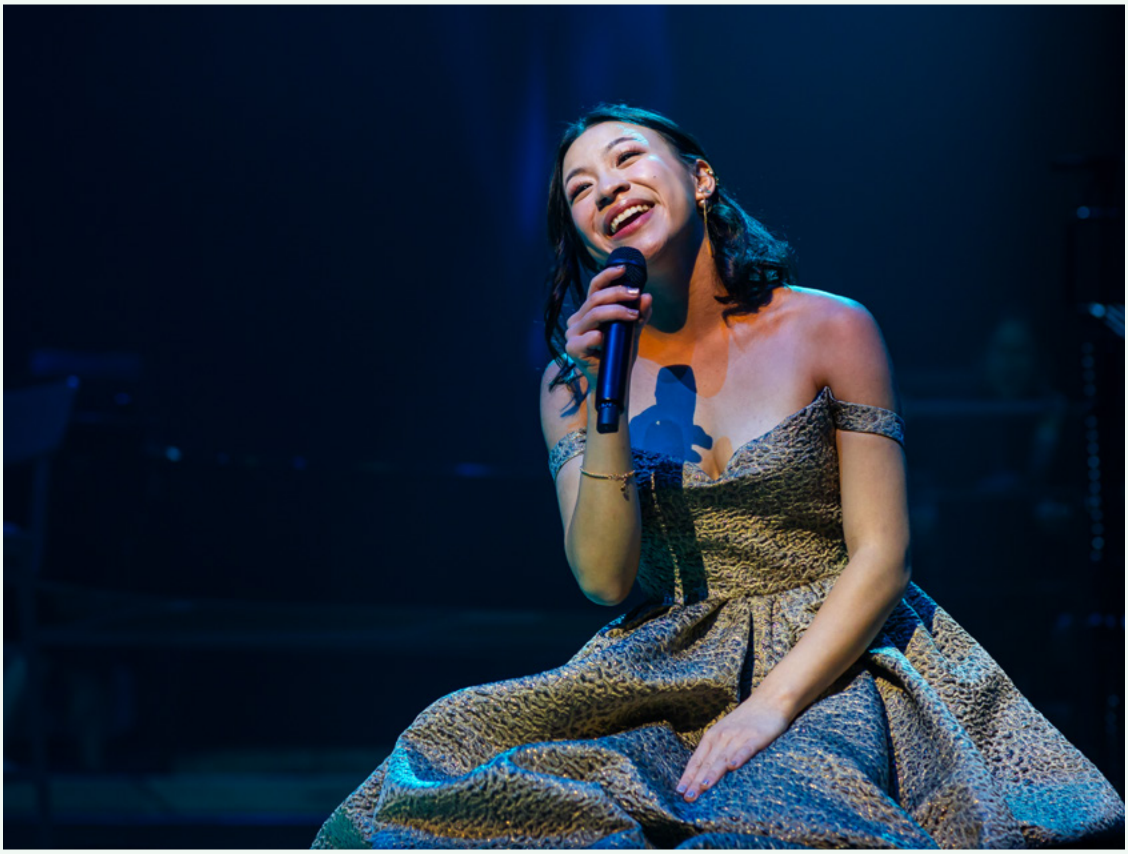
President Tharman being escorted by TRCL CEO Mr Colin Goh.

Spirit of Giving: Nathania Ong
A Musical Homecoming

GCA produced the inaugural *Spirit of Giving* concert, which happened on 7th December and featured the first Singaporean actress that portrayed Éponine Thénardier in West End's Les Misérables. Recognised with a standing ovation at BBC's *Big Night of Musicals* in February, Nathania shot to international fame, and yet embraced her roots and her journey, reflecting the rejections and challenges she faced prior to getting to where she is.

Spirit of Giving not only featured Nathania acts, solo as well as duo with her father, the concert also provided a platform for up-and-coming artists to showcase their craft — a tangible show of support for the young talents in Singapore. Proceeds from the concert went to BT BAF, which Nathania also supported before as a *ChildAid* performer.

The concert also gave out free tickets for less-privileged families to enjoy a concert during the festive season, reiterating the basis of the Spirit of Giving.



Nathania Ong being comfortable in her element

(Section 3)

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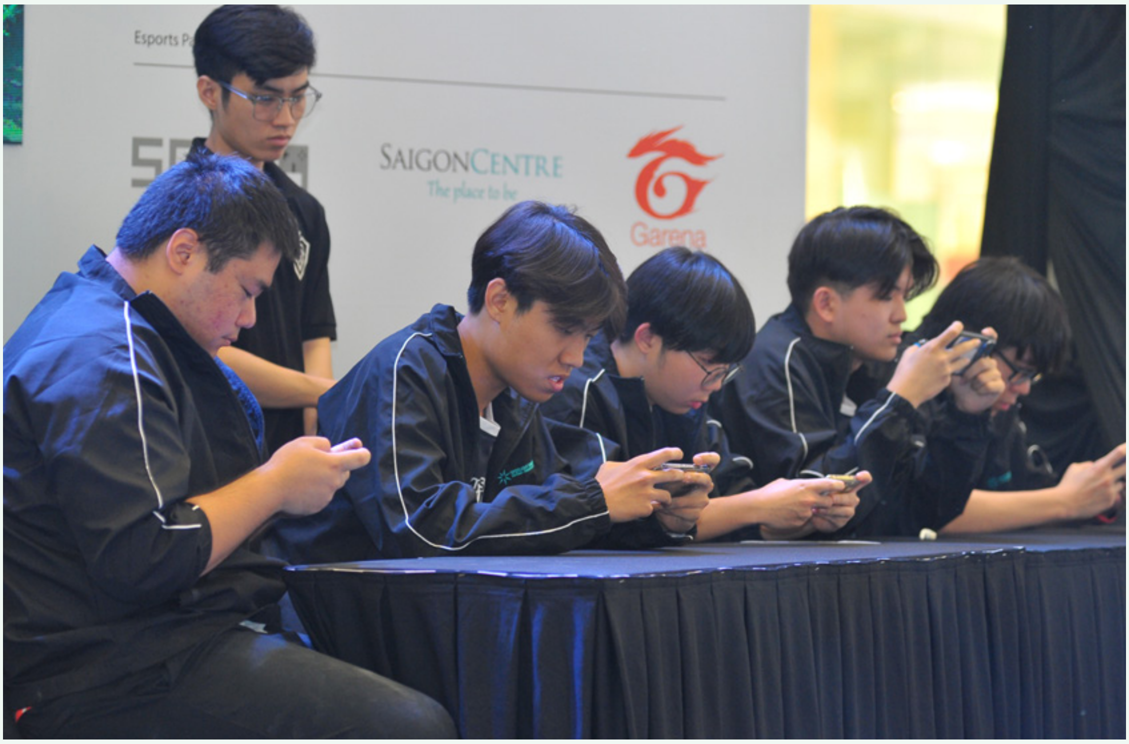
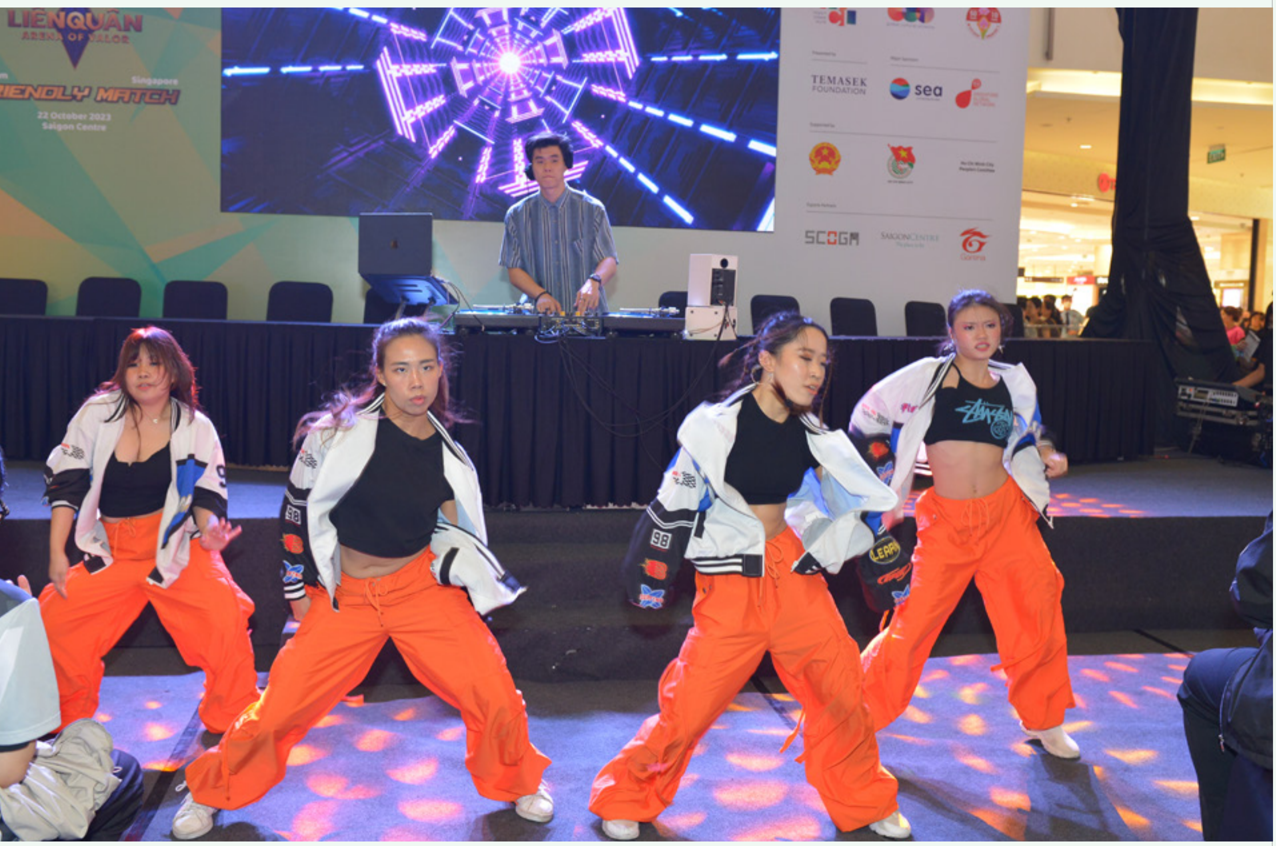
Spotlight Singapore In Vietnam

From 19th October to 26th October, more than 200 delegates from Singapore participated in Spotlight Singapore, with each half of the week spent in Hanoi and Ho Chi Minh City respectively. The opening performance was held at the Vietnam National Academy of Music, involving the Sun Symphony Orchestra from Hanoi, as well as visual artists from BT BAF. As Singapore's premier outbound cultural diplomacy platform, *Spotlight Singapore* celebrated 50 years of diplomatic relations and 10 years of strategic partnerships between the Socialist Republic of Vietnam and the Republic of Singapore.

Led by GCA, business delegates immersed themselves in the rich culture and history of both cities, while also engaging in business and networking opportunities with like-minded counterparts from each city. There were panel discussions, fireside chats and dialogues, interspersed with networking luncheons to help support the fostering of bonds that transcended borders. Thanks to the Vietnamese partners, the business delegates were also treated to a visit to the Vietnam-Singapore Industrial Park at Ho Chi Minh City, a month before its official opening.

For the youth delegates, youth dancers took part in video and live auditions, before being selected to perform in flash mobs and dance segments at the opening ceremony and networking luncheons. The youth delegates also included young athletes from Singapore to compete in friendly matches of futsal and e-sports to build ties with their Vietnamese counterparts.


SAIGONCENTRE
The place to be
Garena

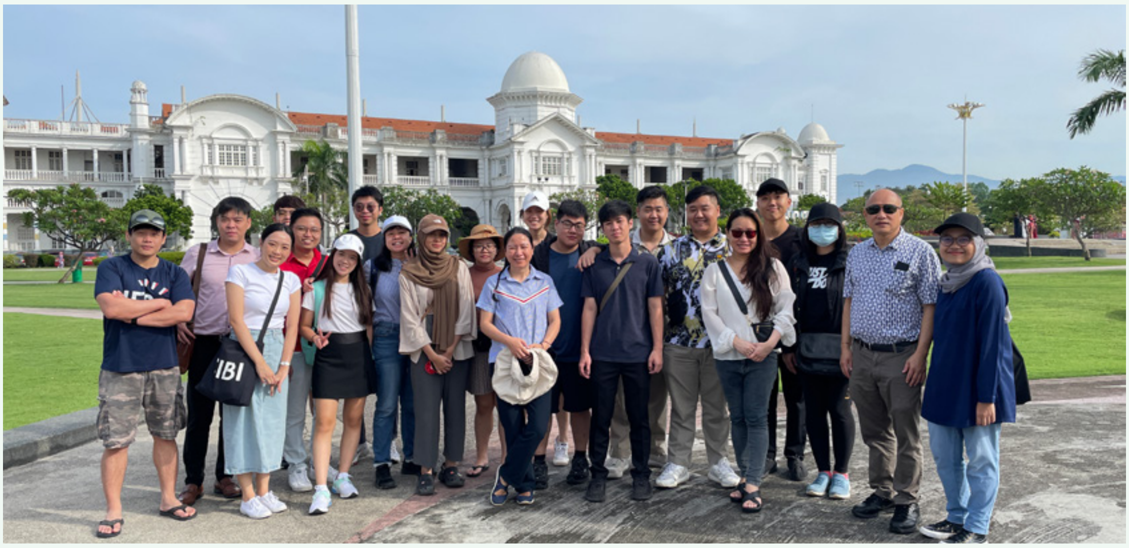

LIENQUAN
Singapore
22 October 2023
Saigon Centre
TEMASEK FOUNDATION
sea
SCOGA

Urban Culture Asia (UCA)
Ipoh

Supported by Nutrious Farms and Sekoi Sdn Bhd, GCA brought 20 young agropreneurs and delegates from the Singapore University of Social Sciences (SUSS) to partake in *UCA Ipoh*. The objective of UCA Ipoh was to accelerate cross-border strategic partnerships and explore opportunities in the agribusiness industry.

UCA Ipoh spanned four days, including site visits to cucumber and fish farms, as well as Gopeng AgroTech Farm. There was a guided museum visit of IpohWorld at 1Lasam to help the participants understand Ipoh's history and culture better. A heritage trail along Ipoh Old Town, a visit to the Ipoh Railway Station and the Birch Memorial Clock Tower were all part of the trip.

The highlight of *UCA Ipoh* was the opportunity for the participants to share their business ideas to Perak's Menteri Besar and the state government representatives, which were received well, with strong support, feedback and insights to Ipoh's agricultural landscape from the Perak leaders.



UCA Johor Re: Innovate & Elevate

UCA Johor Re: innovate & elevate was a programme for young engineers who desired and endeavoured for the continuous improvement and development of society for the community, through science and design.

The programme aimed to ignite in young participants the zeal to constantly strive for better solutions in our ever-changing global landscape, building upon the work of previous generations, for future generations to come. *UCA Johor* happened over the October to December period.

Cultural and arts programmes were arranged by GCA for the participants of UCA Johor

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global cultural alliance

Organisation

Charity Status
Charity Registration Date: 14 March 2016
Constitution: Company Limited by Guarantee
Incorporation Date: 29 September 2014
UEN: 201428805R

Finance Committee
Mr Edwin Yeo Thiam Lock [Chairman]
Mr Pius Tan Teck Hong

Whistle Blowing Committee
Mr Kelvin Tan Teck San [Chairman]
Mr Koh Chye Hock
Ms Florence Lee

Statutory Auditors
Ernst & Young LLP

Company Secretary
Vistra Corporate Services (SEA) Pte Ltd

Principal Bankers
United Overseas Bank
Oversea-Chinese Banking Corporation

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For believing and sowing into our vision of building communities and bridging borders.

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S/no. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
	Governance			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
2	Are there Board members holding staff appointments?		Yes	
3	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
	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	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
	Conflict Of Interest			
7	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
8	Board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
	Strategic Planning			
9	The Board approves and reviews a 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			
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	There is a documented Code of Conduct for board membera, staff* and volunteers* (where applicable) which is approved by the board.	5.3	Complied	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Financial Management and Internal Controls			
13	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	
14	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
15	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
17	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	
18	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
	Fundraising Practices			
	Did the charity receive cash donations (solicited or unsolicited) during the year.		Yes	
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year?		No	
20	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	

S/no. Code	Guideline	Code ID	Compliance	Explanation (if Code guideline is not complied with)
	Disclosure & Transparency			
21	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services?		No	
22	No Board member is involved in setting his or her own remuneration.	2.2	Complied	
23	The charity discloses the exact remunerationand benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated.	8.3	Complied	
	Does the charity employ paid staff?		Yes	
24	No staff is involved in setting his or her own remuneration.	2.2	Complied	
25	The charity discloses in its annual report: i) the total annual remuneration (including any remuneration received 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 remuneration of 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	

Attendance At Board Meetings

A total of four Board meetings were held during the financial year. The following sets out the individual Board member's attendance at the meetings.

Main Board	Designation	Appointment Since	Attendance in FY2023
Lee Suan Hiang	Chairman	1-Jun-16	100%
Colin Goh	Member	1-Mar-23	100%
Koh Chye Hock	Member	14-Nov-17	50%
Nicolas Goh Cher Shuie	Member	11-Dec-14	75%
Phan Ming Yen*	Member	1-Apr-16	75%
Philip Tan Chin Wen	Member	6-Feb-15	100%
Yeo Thiam Lock Edwin	Member	14-Nov-17	100%
Tan Tee Tong	Member	1-Apr-22	75%

*CEO Of GCA

Disclosure Of Remuneration of Three Highest Paid Staff

The charity discloses that none of its staff receives more than $100,000 in annual remuneration.

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

Disclosure Of Remuneration & Benefits Received By Board Members

No Board members are remunerated for their Board Services in the financial year.

Conflict of Interest Policy

GCA has a Conflict of Interest Policy where all members of the Board, Sub-Committees and staff, when acting on behalf of the GCA, must ensure that the deliberations and decisions made are in the interest of GCA, and the interest of GCA 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 GCA, 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

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

The directors are pleased to present their statement to the member together with the audited financia. statements of Global Cultural Alliance Limited (the "Company") for the financial year ended 31 March 2024.

Opinion of the directors

In the opinion of the directors,

(a) the accompanying statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows together with the notes thereto are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2024 and the financial performance, changes in equity and cash flow of the Company for the year then ended on that date; and

(b) 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 as the holding company has agreed to provide continuing financial support to the Company to enable it to meet its obligation as and when they fall due.

Directors

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

Lee Suan Hiang
Nicholas Goh Cher Shuie
Philip Tan Chin Wen (Chen Jingwen)
Yeo Thiam Lock Edwin
Koh Chye Hock
Colin Goh
Lim Chwee Seng (appointed on 1 April 2024)

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.

Auditors

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

On behalf of the Board of directors:

Colin Goh
Director

Lee Suan Hiang
Director

Singapore
26 September 2024

Independent auditor's report to the member of Global Cultural Alliance Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Global Cultural Alliance Limited (the "Company"), which comprise the statement of financial position as at 31 March 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows of the Company for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements 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 Company as at 31 March 2024 and of the financial performance, changes in equity and cash flows of the Company for the year ended on that date.

Basis for opinion

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

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.

Independent auditor's report to the member of Global Cultural Alliance 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 Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company'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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

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.

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 have been properly kept in accordance with the provisions of the Act.

Ernst & Young LLP

Ernst & Young LLP

Public Accountants and
Chartered Accountants
Singapore

26 September 2024

Global Cultural Alliance Limited

Statement of financial position
As at 31 March 2024

	Note	2024 $	2023 $
Non-current assets			
Plant and equipment	4	83,837	–
Right-of-use assets	5	238,266	–
Refundable deposit		26,615	29,420
		348,718	29,420
Current assets			
Trade and other receivables	6	206,484	22,475
Cash and cash equivalents	7	171,801	148,528
		378,285	171,003
Current liabilities			
Trade and other payables	8	1,004,438	544,245
Grants received in advance	9	30,127	30,127
Lease liabilities	5	24,459	–
		1,059,024	574,372
Net current liabilities		(680,739)	(403,369)
Non-current liability			
Lease liabilities	5	218,353	–
		218,353	–
Net liabilities		(550,374)	(373,949)
Fund attributable to owner of the Company			
Accumulated losses		(550,374)	(373,949)

Global Cultural Alliance Limited

Statement of comprehensive income
For the financial year ended 31 March 2024

	Note	2024 $	2023 $
Income			
Management fee income	10	247,009	681,681
Other income	11	174,170	18,642
Sponsorship and donation	10	192,169	50,000
Total income		613,348	750,323
Other items of expense			
Depreciation of plant and equipment		30,612	–
Depreciation of right-of-use assets		17,019	–
Employee benefits expense	12	197,202	65,334
Other operating expenses		196,006	76,524
Project expenses		436,497	583,065
Interest expense		7,670	–
Property maintenance and utilities		14,850	–
(Deficit)/surplus before government grants	13	(286,508)	25,400
Government grants	14	110,083	29,280
(Deficit)/surplus after government grants		(176,425)	54,680
Income tax expense	15	–	–
(Deficit)/surplus net of tax, representing total comprehensive (loss)/income for the financial year		(176,425)	54,680

Global Cultural Alliance Limited

Statement of changes in equity
For the financial year ended 31 March 2024

	Accumulated losses $
At 1 April 2022	(428,629)
Surplus for the financial year, representing total comprehensive income for the financial year	54,680
At 31 March 2023 and 1 April 2023	(373,949)
Deficit for the financial year, representing total comprehensive loss for the financial year	(176,425)
At 31 March 2024	(550,374)

Global Cultural Alliance Limited

Statement of cash flows
For the financial year ended 31 March 2024

	2024 $	2023 $
Operating activities:		
(Deficit)/surplus before government grants	(286,508)	25,400
Adjustments for:		
Depreciation of plant and equipment	30,612	–
Depreciation of right-of-use assets	17,019	–
Interest expense	7,670	–
Operating gain before changes in working capital	(231,207)	25,400
<u>Changes in working capital</u>		
Decrease/(increase) in refundable deposit	2,805	(29,420)
Increase in trade and other receivables	(184,009)	(4,647)
Decrease in contract asset	–	26,400
Increase/(decrease) in trade and other payables	460,193	(107,107)
Cash flows generated from/(used in) operations	47,782	(89,374)
Investing activity		
Purchase of plant and equipment	(114,449)	–
Net cash flows used in investing activity	(114,449)	–
Financing activities		
Government grants received, representing net cash flow from financing activity	110,083	29,280
Payment of principal portion of lease liabilities	(12,473)	–
Interest paid on lease liabilities	(7,670)	–
Net cash flows from financing activities	89,940	29,280
Net increase/(decrease) in cash and cash equivalents	23,273	(60,094)
Cash and cash equivalents at beginning of the year	148,528	208,622
Cash and cash equivalents at end of the year (Note 7)	171,801	148,528

1. Corporate information

Global Cultural Alliance Limited (the "Company") is incorporated as a company limited by guarantee in Singapore. The holding company is The Rice Company Limited, a company incorporated in Singapore.

The Company has been registered as a Charity, Registration No. 201428805R under the Charities Act, Chapter 37 of Singapore with effect from 14 March 2016. 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 those of engaging in initiatives, programmes and events (such as performances, exhibitions, workshops) which promote cultural diplomacy. Such initiatives and events will usually involve some form of international exchange and engagement.

2. Material accounting policy information

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.

Going concern

The financial statements of the Company have been prepared on a going concern basis notwithstanding the Company's total current liabilities exceeded its total current assets by $680,739 (2023: $403,369) and total liabilities exceeded its total assets by $550,374 (2023: $373,949). These factors indicate the existence of a material uncertainty which may cast significant doubt over the Company's ability to continue as a going concern.

The ability of the Company to continue as a going concern is dependent on the undertaking of its holding company, The RICE Company Limited, to provide continuing financial support to enable the Company to meet its liabilities as and when they fall due.

2.2 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 Company has adopted all the new and amended standards which are relevant to the Company and re are effective for annual financial period beginning on 1 April 2023. The adoption of these standards did not have any material effect on the financial statements of the Company.

2. Material accounting policy information (cont'd)

2.3 Standards issued but not yet effective

The Company has not adopted the following standards and interpretations that have been issued but not yet effective:

Description	Effective for annual years beginning on or after
Amendments to FRS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to FRS 116 *Leases:* Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to FRS 1 *Presentation of Financial Statements:* Non-current Liabilities with Covenants	1 January 2024
Amendments to FRS 7 *Statement of Cash Flows and FRS 107 Financial Instruments: Disclosures*: Supplier Finance Arrangements	1 January 2024
Amendments to FRS 21 *The Effects of Changes in Foreign Exchange Rates*: Lack of Exchangeability	1 January 2025
Amendments to FRS 110 Consolidated Financial Statements and FRS 28 Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

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

2.4 Currency translation

(a) Functional and presentation currency

Items included in the financial statements of entity in the Company 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.

(b) Transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Company and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

2. Material accounting policy information (cont'd)

2.5 Plant and equipment

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

Depreciation is computed on the straight–line basis over the estimated useful lives of the plant and equipment as follows:

Renovation	5 years
Furniture and fittings	5 years
Office equipment and kitchen equipment	5 years
Electrical fittings, sound and light equipment	6 years
Computers	3 years

The carrying value of plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.
The residual value, useful life and depreciation method are reviewed at each financial year–end, and adjusted prospectively, if appropriate.

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

2.6 Leases

The Company 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.

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

Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease. 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.

Business premise	9 years

The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.7.

2. Material accounting policy information (cont'd)

2.6 Leases (cont'd)

Lease liabilities

At the commencement date of the lease, the Company 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 the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its IBR 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 or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of machinery (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.

2.7 Impairment of non-financial assets

The Company assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Company 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 group 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 profit or loss. 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 profit or loss.

2. Material accounting policy information (cont'd)

2.8 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

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

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

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL. The Company only has debt instruments at amortised cost.

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

Investments in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Company may irrevocably elect to present subsequent changes in fair value in other comprehensive income which will not be reclassified subsequently to profit or loss. Dividends from such investments are to be recognised in profit or loss when the Company's right to receive payments is established. For investments in equity instruments which the Company has not elected to present subsequent changes in fair value in other comprehensive income, changes in fair value are recognised in profit or loss.

2. Material accounting policy information (cont'd)

2.8 Financial instruments (cont'd)

(a) Financial assets (cont'd)

De-recognition

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

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. The Company 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 FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, 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 derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

(c) Offsetting of financial instruments

A financial asset and a financial liability shall be offset and the net amount presented in the statement of financial position when, and only when, an entity:

(a) currently has a legally enforceable right to set off the recognised amounts; and

(b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2. Material accounting policy information (cont'd)

2.9 Impairment of financial assets

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company 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 and contract assets, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Company 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 Company considers a financial asset in default when contractual payments are 120 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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 Provisions

Provisions are recognised when the Company 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.

2. Material accounting policy information (cont'd)

2.12 Employee benefits

(a) Defined contribution plans

The Company makes contributions to the Central Provident Fund 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) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

2.13 Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

When loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

2.14 Income

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

Revenue is recognised when the Company satisfies a performance obligation by 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.

(i) *Management fee income*

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

(ii) *Donations*

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

2. Material accounting policy information (cont'd)

2.14 Income (cont'd)

(iii) *Rendering of services*

Revenue from rendering of services is recognised at a point in time when the services have been performed and rendered.

(iv) *Sponsorship income*

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

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.

2.16 *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 Company; 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 Company.

Contingent liabilities and assets are not recognised on the Statement of financial position of the Company, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

3. Critical accounting estimates, assumptions and judgements

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of reporting period. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

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

Global Cultural Alliance Limited

Notes to the financial statements
For the financial year ended 31 March 2024

4. Plant and equipment

	Renovation $	Furniture and fittings $	Office equipment and kitchen equipment $	Electrical fittings, sound and light equipment $	Computers $	Total $
Cost:						
At 1 April 2023	–	–	–	–	–	–
Additions	9,920	11,000	31,860	3,000	58,669	114,449
At 31 March 2024	9,920	11,000	31,860	3,000	58,669	114,449
Accumulated depreciation:						
At 1 April 2023	–	–	–	–	–	–
Depreciation charge	1,984	2,200	6,372	500	19,556	30,612
At 31 March 2024	1,984	2,200	6,372	500	19,556	30,612
Net carrying amount:						
At 1 April 2023	–	–	–	–	–	–
At 31 March 2024	7,936	8,800	25,488	2,500	39,113	83,837

5. Leases

Company as a lessee

The Company has lease contracts for a business premise. Lease of the business premise has lease terms of 9 years.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	Business Premise 2024 $
Carrying amounts	
As at 1 April 2023	–
Addition	255,285
Depreciation expense	(17,019)
As at 31 March 2024	238,266

	2024 $
Lease liabilities	
As at 1 April 2023	–
Additions	255,285
Lease repayments	(20,143)
Accretion of interest	7,670
As at 31 March 2024	242,812
Current	24,459
Non-current	218,353
	242,812

5. Leases (cont'd)

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

	At the beginning of the year	Addition	Cash flows	Non-cash		Ceased	At the end of the year
				Accretion of interests	Others		
	$	$	$	$	$	$	$
2024							
Current	–	12,473	(20,143)	7,670	24,459	–	24,459
Non-current	–	242,812	–	–	(24,459)	–	218,353
	–	255,285	(20,143)	7,670	–	–	242,812

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

The Company had total cash outflows for leases of $ 20,143 in FY2024.

6. Trade and other receivables

	2024	2023
	$	$
Trade receivables		
External parties	21,091	22,414
Other receivables		
External parties	42,321	–
Amount due from holding company	141,024	–
Prepayments	2,048	61
	185,393	61
Total trade and other receivables	206,484	22,475
Add: Refundable deposit	26,615	29,420
Add: Cash and cash equivalents (Note 7)	171,801	148,528
Less: Prepayments	(2,048)	(61)
Total financial assets carried at amortised cost	402,852	200,362

(i) *Trade receivables*

The amounts 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) *Amount due from holding company*

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

7. Cash and cash equivalents

	2024 $	2023 $
Cash at bank	171,801	148,528

8. Trade and other payables

	2024 $	2023 $
Trade payables		
External parties	67,152	3,305
Other payables		
External parties	77,750	86,565
Funds received in advance	130,017	–
Amount due to holding company	675,676	437,597
Amount due to a director	–	6,000
Accrued operating expenses	53,843	10,778
	937,286	540,940
Total trade and other payables	1,004,438	544,245
Add: Lease liabilities (Note 5)	242,812	–
Total financial liabilities at amortised cost	1,247,250	544,245

(i) *Trade payables*

Trade payables are non-interest bearing and are normally settled on 30 days' term.

(ii) *Amount due to a director*

The amount is trade in nature, non-interest bearing and are settled on 30 days' term.

(iii) *Amount due to holding company*

The amount is non-trade in nature, unsecured, interest-free and repayable on demand.

9. Grants received in advance

Grants received in advance relate to the following programme:

	2024 $	2023 $
Cultural Matching Fund ("CMF") from Ministry of Culture, Community and Youth ("MCCY")	30,127	30,127

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

10. Income

(a) Disaggregation of revenue

	2024 $	2023 $
Over time		
Management income	247,009	681,681
Point in time		
Sponsorship and donation	192,169	50,000

11. Other income

	2024 $	2023 $
Participation fee and ticketing income	157,951	18,192
Miscellaneous income	16,219	450
	174,170	18,642

12. Employee benefits expense

	2024 $	2023 $
Employee benefits expense		
Salaries and related costs	171,654	56,108
CPF contributions	25,548	9,226
	197,202	65,334

13. Surplus before government grants

The following items have been included in arriving surplus before government grants:

	2024 $	2023 $
Professional fee	93,276	23,584
Management fee	49,362	48,906
Local event management expense	61,048	550,455
Overseas project expense	374,822	30,588

14. Government grants

	2024 $	2023 $
Cultural Matching Fund	50,000	20,000
National Art Council	–	5,000
Economic Development Board	60,000	–
Other Grants	83	4,280
	110,083	29,280

Cultural Matching Fund ("CMF") received is from Ministry of Culture, Community and Youth ("MCCY"). Grant from National Arts Council is for the ASEAN-COCI meeting held during the year. Economic Development Board ("EDB") provided sponsorship to the Company for Spotlight Singapore event held in Vietnam. In the opinion of the directors, there are no unfulfilled conditions or contingencies attached to these grants.

15. Income tax expense

No provision has been made for tax as the Company is exempted from tax in accordance with Section 13(1)(zm) of the Singapore Income Tax Act.

16. Related party transactions

In addition to that related party information disclosed elsewhere in the financial statements, the following are the significant intercompany transactions entered into by the Company with fellow related parties on terms agreed:

	2024 $	2023 $
Participation and ticketing income from holding company	1,645	1,995
Other expenses charged by holding company	(83)	(85,251)
Management income from holding company	235,000	2,546
Management fee to holding company	(49,362)	(48,906)
Project expenses to a director	(52,000)	(9,480)

17. Fair value of financial instrument

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.

18. Financial risk management

The Company's activities expose it to a variety of financial risks from its operations. The key financial risks include credit risk, liquidity risk and market risk (including interest rate risk and foreign currency risk).

The directors review and agree policies and procedures for the management of these risks, which are executed by the management team. It is, and has been throughout the current and previous financial year, the Company's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

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

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (mainly cash and cash equivalents), the Company minimises credit risk by dealing exclusively with high credit rating counterparties.

18. Financial risk management (cont'd)

(a) Credit risk (cont'd)

The Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Company trades only with recognised and creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant.

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

The Company has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 120 days when they fall due, which are derived based on the Company's historical information.

To assess whether there is a significant increase in credit risk, the Company compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Company considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor

- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 120 days past due in making contractual payment.

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

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

18. Financial risk management (cont'd)

(a) Credit risk (cont'd)

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

The following are credit risk management practices and quantitative and qualitative information about amounts arising from expected credit losses for trade receivable.

(i) *Trade receivables*

The Company 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 Company 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 Company. The Company 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 Company 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 Company has no trade receivables that are impaired at the end of the reporting period. Given the limited exposure of the Company to credit risk, there is no provision for impairment of trade receivables as at 1 April 2023 and 31 March 2024.

(ii) *Cash and cash balances*

The Company held cash and cash balances of $171,801 (2023: $148,528) with trustworthy banks and are considered to have low credit risk.

18. Financial risk management (cont'd)

(b) Liquidity risk

Liquidity risk refers to the risk that the Company will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The Company finances its working capital requirements through a combination of funds generated from operations and bank borrowings. The directors are satisfied that funds are available to finance the operations of the Company. At the statement of financial position date, assets held by the Company for managing liquidity risk included cash and cash equivalents as disclosed in Note 7.

Management monitors cash and cash equivalents (Note 7) of the Company based on expected cash flows. In addition, the Company'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 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 $	One to five years $	More than five years $	Total $
2024				
Trade and other payables	1,004,438	–	–	1,004,438
Lease liabilities	36,624	146,946	115,976	299,546
Total undiscounted financial liabilities	1,041,062	146,946	115,976	1,303,984

	One year or less $	One to five years $	More than five years $	Total $
2023				
Trade and other payables	544,245	–	–	544,245
Total undiscounted financial liabilities	544,245	–	–	544,245

19. Funds management

The Company's funds management objective is to safeguard the Company's ability tc continue as a going concern and to maintain an optimal level of funds in order to support its operations. The funds that the company monitors is the accumulated fund as presented on the statement of financial position.

As disclosed in Note 2.2, the Company's ability to continue as a going concern depends on the holding Company undertaking to provide continuing financial support to enable the Company to continue as a going concern.

The Company is not subject to externally imposed fund requirements. There were no changes to the Company's approach to funds management during the year.

20. Authorisation of financial statements

The financial statements for the year ended 31 March 2024 were authorised for issue in accordance with a resolution of the directors on 26 September 2024.

global cultural alliance

Global Cultural Alliance
UEN No. 201408699H

Founded in 2014, Global Cultural Alliance is a not-for-profit organisation which focuses on building communities and bridging borders.

Every effort was made to ensure the accuracy of the annual report. We would appreciate notification of any errors or omissions inorder to correct our records.

To report errors or omissions, please contact Teja Lim, Manager, Group Communications, at teja–lim@trcl.sg.

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