



**UNWAVERING  
WONDER**  
ANNUAL REPORT  
2020/2021







Dale Chihuly, *Float Boat*, 2014  
Gardens by the Bay, Singapore, installed 2021  
Photo by Nathaniel Willson  
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# VISION

Our world of gardens for all to own, enjoy and cherish.

# MISSION

We make our Gardens the leisure destination of choice for all.

We delight our guests with an enthralling experience, excellent service and enriching programmes.

We inspire pride of ownership of our Gardens in every Singaporean.

We aim to be a model of sustainable development and conservation.







Dale Chihuly, *Moon*, 1999, and *Setting Sun*, 2020  
Gardens by the Bay, Singapore, installed 2021  
Photo by Nathaniel Willson  
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# CORPORATE OVERVIEW



A photograph of Mr Niam Chiang Meng, the Chairman, standing outdoors in a dark suit and red tie, smiling. The background shows lush greenery and a fence. The photo is partially overlaid by a decorative white geometric pattern on a light blue background.

Mr Niam Chiang Meng

# CHAIRMAN'S MESSAGE

The past year was a difficult one as the world struggled with a new normal of lockdowns, mask-wearing rules, and border closures that were brought on by the COVID-19 pandemic. The impact on Singapore as a small open economy was even more severe. This crisis of a generation has driven the Gardens into uncharted waters, but one thing is clear: the role of Gardens by the Bay as a People's Garden is even more important than ever.

Gardens by the Bay continued to serve Singaporeans in various ways despite the challenging circumstances. During the Circuit Breaker, without the availability of outsourced contract workers, the Gardens remained open with the help of a skeletal in-house force performing essential maintenance of the grounds so that the local community could still have access to our green spaces for recreation and to seek respite from the stresses brought about by the pandemic. Concurrently, we pivoted quickly to offer virtual activities with our *#StayHomeWithGB* campaign. Our horticulturists brought the Gardens to Singaporeans using videos and advice columns on plants and horticulture, along with other online resources such as craft activities for the family.

Many of our frontline staff drew upon their operational experience to take on public health roles in Singapore's fight against COVID-19. Over 100 staff committed themselves to national agencies to support the planning and execution of Government Quarantine Facilities, undertake roles as Safe Distancing Ambassadors at public areas, and support Community Care Facility operations. I am proud of the resilience, adaptability and tenacity of my colleagues. These sterling qualities will be key to helping Gardens by the Bay emerge even stronger from this pandemic.

As a venue popular among Singaporeans and a national landmark, we pushed on with our family-friendly programmes, holding physical events when it was safe to do so. We took a bold step to bring back *Mid-Autumn Festival* in September 2020, which incidentally was the first large-scale event held in Singapore post-Circuit Breaker. We managed to continue the tradition of dance and music through pre-recorded performances which were streamed on social media to good reviews. We closed the year with Walk of Lights – Brought to you by *Christmas Wonderland* at Gardens by the Bay that offered much festive cheer to Singaporeans. Then in February 2021, we hosted the annual Lunar New Year event, River Hongbao, at the Gardens for the first time.



Where physical events were not possible, we switched to virtual options. We celebrated the nation's birthday with a second edition of the *Gardens by the Bay and Mediacorp National Day Concert*, which was beamed directly to the TV screens of homes and featured star-studded performances set against the verdant backdrop of Gardens by the Bay's iconic attractions.

 **We achieved a stunning local visitorship of over 1.3 million to the conservatories in the financial year despite a three-month closure, the highest we had achieved in our nine years of history.** 

With overseas travel coming to a standstill, the team strove to bring unique international experiences to the Gardens. The *Once Upon A Time On The Orient Express* exhibition, which opened in December 2020, gave Singaporeans a rare chance to experience the old world grandeur and luxury of the Orient Express. Since May 2021, the vibrant, large-scale glass installations by world-renowned American artist Dale Chihuly were exhibited across the Gardens' grounds as part of the *Dale Chihuly: Glass in Bloom* exhibition. We also introduced novel experiences, such as *Otah & Friends*, a kids-friendly otter-themed escapade and The Social Kitchen, a new dining concept at the Supertree Observatory with a mission to benefit the vulnerable community by creating jobs through food.

Our horticulturists' capability to grow temperate plants, developed over the years, proved to be key to our resilience during the pandemic. The impact of supply disruptions due to border closures and worldwide lockdowns was mitigated by plant materials that were grown in-house by our horticulturists. The 2021 edition of *Dahlia Dreams* was presented with the entire collection of dahlias grown by our horticulturists. Knowing that the cherry blossoms floral displays have a special place in the hearts of Singaporeans since its introduction in 2016, we were determined to bring

in the cherry blossoms again. Our efforts paid off. We overcame freight issues and registered the highest local attendance with this year's *Sakura Featuring Hello Kitty*. It was extremely gratifying to see Singaporeans enjoying Gardens by the Bay in myriad ways, including couples taking their wedding photos, which is a common sight at the Gardens. These are truly signs of a People's Garden, with our populace spending their significant moments here.

We could not have achieved so much without the support of our donors and sponsors. For instance, some of our Pocket Gardens Surprise displays were made possible by contributions – cash and in-kind donations – from individuals and corporations while *Mid-Autumn Festival* was supported by China Life Insurance. FY 2020 also saw *Gift of Gardens* receive \$250,000 from Mrs Lucy Yeo and Bloomberg – the largest donation to-date to the outreach programme since its inception. We are immensely grateful for the generosity of individuals and corporations, who continue to believe in the vision and work of Gardens by the Bay, and pledge their support in these tough times.

On this note, I would like to thank the Management team and staff for their hard work and sacrifices in the past year which, along with the government's COVID-19 relief grants, had enabled the company to finish the year with a small deficit despite financial pressures in the absence of external tourism. We made a hard choice to continue rolling out complimentary programmes in outreach and education, with the hope that these efforts will offer a ray of light and warmth amid the darkness as Singapore steers her way out of the pandemic crisis. In return, I am heartened by the record number of local visitorship in FY 2020. We achieved a stunning local visitorship of over 1.3 million to the conservatories in the financial year despite a three-month closure, the highest we had achieved in our nine years of history.

Finally, I would also like to express my heartfelt appreciation to the Board of Directors who had provided wise counsel in the past year. Together, Team Gardens by the Bay has been exceptional in these extraordinary times and we are on track to do more, do better and emerge stronger in the year ahead.



A photograph of Mr Felix Loh, a man with glasses wearing a dark suit, light blue shirt, and light blue tie. He is smiling and standing outdoors with greenery in the background. The photo is partially overlaid by a decorative white geometric pattern on a teal background.

Mr Felix Loh

# CEO'S MESSAGE

The year 2020 will go down in history as a watershed year, upending many businesses in the tourism sector world-wide. Like other leisure operators, Gardens by the Bay bore the brunt of this relentless COVID-19 pandemic. Soon after the early cases mounted our shores, our iconic attractions including the Flower Dome and Cloud Forest shuttered for the first time ever in April 2020 as part of the Circuit Breaker measures imposed to stem the rising cases within Singapore.



Our foreign visitorship, which formed 50% of our attendance, evaporated overnight. Our revenue streams nose-dived, and we had to quickly reorganise our business, trim our overheads. At the same time, we continued to put out customer-centric offerings which our Gardens brand is well-known for; juggling at the same time, a myriad of restrictions and constraints the pandemic threw at us.

Come what may, we recognise our staff are core to the Gardens' existence and we are proud of our early decision not to let anyone go during the crisis. From Management to the rank and file, everyone chipped in as one big family, stepping up to take on a variety of functions, particularly in carrying out many in-house maintenance works where outsourced help was no longer available. Besides governmental job support as well as Singapore Tourism Board's SingapoRediscovered Vouchers scheme, which helped take some pressure off the Gardens financially, we are greatly indebted to our local community, particularly our faithful *Friends of the Gardens* members, for their continued patronage of this national icon. Strong local participation, combined with a sharp rationalisation of operating expenditure, with close to \$50 million savings, helped improve our overall year-end financial performance to a deficit of \$3.29 million, instead of an earlier forecasted loss of \$30 million. We would not have achieved this without the tremendous support from everyone – our local populace, partners, contractors and co-workers.

With most of the population home-bound during the Circuit Breaker, we switched quickly to online engagement. Our Programming colleagues had to unlearn and relearn what they know in order to develop a slew of virtual contents to meet the needs of the public during this period. These ranged from over 30 original in-house



videos, such as the *Garden Explorer* series, which brought viewers on a remote tour of the Gardens, to children's craft activities, original comic strips as well as lifestyle and plant-themed articles. We found that this pandemic has re-engaged many people with nature, with new nature enthusiasts taking up gardening as a work-from-home hobby. The Gardens' eShop was set up to cater to rising customer interest and a Plant Doctor e-resource was also launched as another means to engage the public virtually, with the Gardens' horticulturists sharing their expertise in plant maintenance.

 **Without any themed changing floral displays and Garden Rhapsody for almost eight months, local visitorship to the conservatories for FY 2020 had climbed by 72% compared to FY 2019.** 

Even when restrictions were progressively relaxed post-Circuit Breaker, the fluid situation and uncertainty made it tremendously difficult to organise physical events. Nevertheless, we took every opportunity to bring back some of our signature events, albeit at a reduced scale and capacity for the safety of our visitors. We kept the tradition of *Mid-Autumn Festival* alive in September 2020, with the themes of family reunion and unity in the community – societal values particularly meaningful in these extraordinary times. We also made an early decision to proceed with our popular *Christmas Wonderland*, knowing that our citizenry would need some cheer after a trying year. Both events were a hybrid of physical and virtual components – an increasingly common format for events. While virtual programmes can never be a direct replacement for on-site experience, it is a key alternative lever to grow mindshare internationally, as we were named the garden in the world with the most “shares through Instagram” for 2020, despite the lack of foreign visitors.

It is extremely heartening to know that the efforts put into staging programmes and events were appreciated and well-received by visitors. We achieved strong support even when on-site content was reduced. Mental well-being has become a key public health challenge and by keeping our outdoor gardens open throughout the crisis, the Gardens hopes to provide much needed relief and respite against COVID-induced stress. Without any themed changing floral displays and Garden Rhapsody for almost eight months, local visitorship to the conservatories for FY 2020 had climbed by 72% compared to FY 2019. Such an encouraging result has been comforting in this depressing time and has spurred us to continue to deliver more enjoyable experiences for our visitors.

This pandemic has reignited the observation that our lifestyles and choices do impact the environment in direct and tangible ways. We envisaged sustainable living to be a major trend going forward and therefore, Gardens by the Bay will be drawing up a Sustainable Framework, using the Environmental, Social and Corporate Governance (ESG) model, as part of our efforts to do our part in battling the climate crisis and promoting a bright and sustainable future for everyone.

It will take some time for the travel and attractions industry to recover. Nonetheless, as shown from the fruits of our labour in this financial year, even as we hunker down, there are many opportunities for the Gardens to do more. Next year will be the Gardens' 10th anniversary. My team and I will be redoubling our efforts to bring in more unique experiences for our visitors to commemorate this special milestone. We will also advance projects such as the Smart Garden and the Digital Twin initiatives to future-proof our organisation. We are living in tough but exciting times. There is much work to be done and I look forward to the continued support of our friends and partners in the coming year.



# BOARD OF DIRECTORS



**Mr Niam Chiang Meng, Chairman**  
from 1 December 2017

Mr Niam Chiang Meng is the Chairman of Gardens by the Bay, the Maritime and Port Authority, and Mediacorp Pte Ltd.

Mr Niam had an extensive career in the civil service. He was Permanent Secretary for Communications and Information, Community Development, Youth and Sports as well as for Law, and CEO at the Housing and Development Board. In recognition of his dedicated service, Mr Niam was awarded The Public Administration Medal (Gold) in 2001 by the Ministry for Community Development, Youth and Sports and The Long Service Medal in 2006 by the Ministry of Information and the Arts.

Mr Niam held concurrent appointments as Permanent Secretary of the National Population and Talent Division (NPTD) in 2011 and as Permanent Secretary of the National Climate Change Secretariat (NCCS), Prime Minister's Office, in 2012 until his retirement in 2016.



**Mr Tan Jiew Hoe, PBM**  
from 1 December 2013

Mr Tan Jiew Hoe is President of the Singapore Gardening Society. He is also a Director of the Singapore Chinese Girls' School (SCGS) and several private companies in Malaysia and Singapore.

Mr Tan was awarded gold and silver medals by the Ministry of Education for over 20 years of service as a Director of SCGS. Mr Tan was also awarded The Public Service Medal (Pingat Bakti Masyarakat) by the President of Singapore in November 2013 for his contribution to Public Service under the National Parks Board, as well as his over 30 years of contribution to and support of plant introduction and botany publications.

Mr Tan was conferred the prestigious Veitch Memorial Medal by the Royal Horticultural Society in April 2019. This annual award is an international prize that honours persons who have made outstanding contributions to the advancement and improvement of the science and practice of horticulture.



**Ms Lim Wan Yong**  
from 1 July 2017

Ms Lim Wan Yong is Deputy Secretary (Planning) at the Ministry of National Development (MND). She oversees policies, plans and programmes for the physical development of Singapore, as well as policies relating to private property development, the construction industry, engineers and architects, animal and plant health, research and development, and the Sino-Singapore Tianjin Eco-City. Since April 2019, Ms Lim is concurrently Deputy Secretary (Security Coordination) in the Prime Minister's Office.

Prior to joining MND, Ms Lim was Institute Director of the Institute of Governance and Policy at the Civil Service College, as well as Special Assistant to then-Deputy Prime Minister and Coordinating Minister for National Security Teo Chee Hean. She has also served in the Ministry of Finance, Ministry of Education and Ministry of Trade & Industry, including Enterprise Singapore. In recognition of her dedicated service, Ms Lim was awarded The Long Service Medal in 1999 and The Public Administration Medal (Silver) in 2019.

Ms Lim holds a Bachelor of Arts in International Relations and a Master of Science in Industrial Engineering and Engineering Management from Stanford University, USA.





**Mr Felix Loh**  
from 15 February 2018

Mr Felix Loh is the CEO of Gardens by the Bay. Mr Loh is also the Co-Chairman of the Tripartite Cluster for Landscape Industry and is the Deputy Honorary Secretary of the Singapore National Employers Federation.

Mr Loh, a horticulturist by training, joined the Gardens in 2014 as Chief Operating Officer. He has over 20 years of experience in parks management, horticulture and landscape industry development, and policy development.

A former National Parks Board scholar, Mr Loh had served in the Ministry of National Development in various capacities, overseeing infrastructure policies, human resource, finance and corporate development functions. In recognition of his dedicated service, Mr Loh was awarded The Public Administration Medal (Bronze) in 2005 and The Public Administration Medal (Silver) in 2012.



**Mr Kenneth Er**  
from 17 February 2014

Mr Kenneth Er is CEO of the National Parks Board (NParks). He also sits on the boards of the Land Transport Authority, Tropical Marine Science Institute (NUS) and Singapore Garden City Pte Ltd. Mr Er previously served as Chief Operating Officer of Gardens by the Bay, and played a critical role in bringing the latest sustainable technologies into the design and operations of the Gardens.

A forest ecologist by training, Mr Er has deep interests in conservation biology, with an emphasis on the design and management of nature reserves within an urban landscape. He has published in several international journals and presented at various conferences over the years. He was awarded The Public Administration Medal (Silver) in 2016.



**Mr Lim Hock Yu**  
from 1 December 2020

Mr Lim Hock Yu is the Chief Executive Director of the People's Association (PA). As part of Whole-of-Government efforts, he led the PA in supporting the delivery of last mile efforts, with a focus on public health and safety, strengthening social resilience and rendering financial assistance and support, as part of the organisation's response to COVID-19 and efforts in meeting the nation's needs. He also inspired the PA Chingay Team to bring about a breakthrough with the launch of the first ever Digital Chingay in 2021, enabling the annual festivity which has been held since 1973 to proceed safely amidst the COVID-19 pandemic. Apart from developing and strengthening operational capabilities, Mr Lim also oversees the longer term strategic plans and drives the transformation efforts in PA. He also played a significant role in transforming the learning and instructional systems at the National Community Leadership Institute, the training arm of PA responsible for training and education of staff and grassroots leaders.

Mr Lim retired as a Brigadier General from the SAF before joining PA as Deputy Chief Executive prior to assuming the role of Chief Executive Director. Mr Lim was awarded the Public Administration Medal (Bronze) (Military) for overcoming SARS in 2003 and the Public Administration Medal (Silver) (Military) in 2009.





**Ms Beatrice Chong**  
from 1 December 2018

Ms Beatrice Chong is Divisional Director, Curriculum Planning and Development 2 at the Ministry of Education (MOE).

An educator by training, Ms Chong is privileged to have had the opportunity to serve in various key appointments within the education service, including as the Principal of Dunman Secondary School and Anglo-Chinese Junior College. She also has policy making experience at the Educational Policy Branch, Planning Division, MOE. Ms Chong is a member of the National Heritage Board and a member of the National Library Advisory Committee.

Ms Chong received a Public Service Commission scholarship to read History at the National University of Singapore, and has a Masters of Education from Harvard University. In recognition of her dedicated service, Ms Chong was awarded The Efficiency Medal 2005, The Public Administration Medal (Bronze) in 2014 and The Public Administration Medal (Silver) in 2020 by the Ministry of Education.



**Ms Susan Chong**  
from 1 December 2016

Ms Susan Chong is CEO of Greenpac (S) Pte Ltd, a knowledge-based company that specialises in re-engineering, designing and distributing innovative, environmentally-friendly packaging products and solutions in Singapore.

Ms Chong was conferred the NUS Business School Eminent Business Senior Alumni Award where she holds an EMBA. She is also the Alumni of Harvard Business School USA. Ms Chong is Vice Chairman of the Singapore Business Federation, SME Committee, a Director on the Board of Keppel Infrastructure Fund Management Pte Ltd and is a member of the Resource Panel of the Government Parliamentary Committee, Finance and Trade and Industry.

In 2014, Ms Chong was awarded the EY Entrepreneur of the Year Award. She is the first Asian and female to be recognised as a Finalist in The Circular Economy Leadership by World Economic Forum, and was named Her World Woman of the Year 2019.



**Mrs Quek Bin Hwee**  
from 1 December 2019

Mrs Quek Bin Hwee is a director of CapitaLand Commercial Trust Management Limited and Mapletree Oakwood Holdings Pte Ltd. She is also a board member of various statutory boards including the Maritime and Port Authority of Singapore, Health Promotion Board and National Heritage Board.

A former partner and Vice Chairman of PricewaterhouseCoopers (PwC) Singapore, Mrs Quek held global and regional positions including Deputy Markets Leader of PwC Asia Pacific and Americas, and was a member of the PwC Global Markets Leadership Team and PwC Asia Pacific Executive Team.

Mrs Quek was previously President of Singapore Anti-Narcotics Association and Deputy Chairman of National Volunteer & Philanthropy Centre, and was a board member of Housing & Development Board. In recognition of her community service, she was awarded The Public Service Medal in 2012 and The Public Service Star in 2017. Mrs Quek was also conferred Justice of the Peace in 2018.





### **Mrs Koh Juat Jong SC**

from 1 April 2018

Mrs Koh Juat Jong is the Chairman of the Financial Industry Disputes Resolution Centre (FIDReC). She is also a Principal Mediator with the Singapore Mediation Centre.

Mrs Koh started her career in public policy work in the Ministry of Finance in the area of taxation and personnel policies. She subsequently took up a legal career and spent many years as a judge, presiding over civil and family cases in the Subordinate Courts. She headed the Family Court for a number of years. She was then appointed as the Registrar of the Supreme Court from 2003 to 2008 and the Solicitor-General from 2008 until her retirement in 2014.

A President's Scholar, Mrs Koh graduated with a Bachelor of Science in Economics from University College London. She also has a Bachelor of Laws (Honours) degree from the National University of Singapore and a Master of Laws degree from Harvard University. She was awarded The Public Administration Medal (Gold) in 2005, The Long Service Medal in 2007 and The Public Administration Medal (Gold) (Bar) in 2011.



### **Mr Zakir Hussain**

from 1 December 2015

Mr Zakir Hussain is Singapore Editor at The Straits Times. He was previously the newspaper's Foreign Editor, and its Political Editor.

Mr Zakir Hussain has authored several publications. He was a recipient of the Singapore Press Holdings Scholarship and has a Master of Science in Journalism from Columbia University.

### **Mr Sam Liew**

from 1 December 2020

Mr Sam Liew is currently Managing Director at Singtel NCS Group. He leads the Government Strategic Business Group of practices which serves the Singapore Public Service, Defence and Homeland Security agencies, and government clients across Asia Pacific.

Prior to Singtel NCS Group, Mr Liew was the Managing Director of GIC. He was the Director, Technology Group and also heads GIC's Business Partner and Solutions Division. Mr Liew is also a member of GIC's Corporate Management Committee and the Group Risk Committee. In addition to these corporate roles, Mr Liew co-chairs the Business Continuity Management Committee and sits on GIC's Technology Investment Business Group.

Mr Liew started his career at Andersen Consulting (Accenture). He was Managing Director for Accenture ASEAN Technology and had successfully delivered major technology and data projects across Singapore, Australia, China, and countries across ASEAN.

Mr Liew sits on the Board of SMU's School of Computing and Information Systems. He is also an Advisory Committee member with Singapore Polytechnic's School of Computing. In addition, he is a Council Member on the IT Standards Committee for Enterprise Singapore. Mr Liew has been conferred a Fellow by the Singapore Computer Society (SCS) and serves as the Vice President and Council member on the SCS Exco Council.



### **Ms Jeannie Lim**

from 1 December 2019

Ms Jeannie Lim assumed the position of Assistant Chief Executive, Policy and Planning Group, Singapore Tourism Board (STB), in March 2019.

In her current role, Ms Lim leads policy and strategy matters across STB and drives industry development and regulatory efforts for core tourism industries of hotels, travel agents, tourist guides and cruise; as well as infrastructure planning and management of key tourism assets. Over her tenure with the Board, Ms Lim has overseen key strategic tourism projects such as the opening of the Singapore Flyer, the development of River Safari, and the conceptualisation of the Hotel Industry Productivity Roadmap.





# CORPORATE INFORMATION

## Charity Status

**Charity Registration Number**  
201132829N

**Charity Registration Date**  
26 March 2012

**Constitution**  
Public Company Limited by Guarantee

**Date of Incorporation**  
11 November 2011

**Registered Address**  
1 Marina Boulevard #28-00  
One Marina Boulevard  
Singapore 018989

**UEN**  
201132829N

## Place Of Business

18 Marina Gardens Drive  
Singapore 018953

## IPC Status

Approved till 31 March 2023

## External Auditors

- Deloitte & Touche LLP
- **Audit Partner** - Mr Chua How Kiat

## Internal Auditors

Foo Kon Tan Advisory Services Pte Ltd

## Company Secretary

- Mr Desmond Lee Heng Choong
- Mr Chai Tze Tai

## Principal Bankers

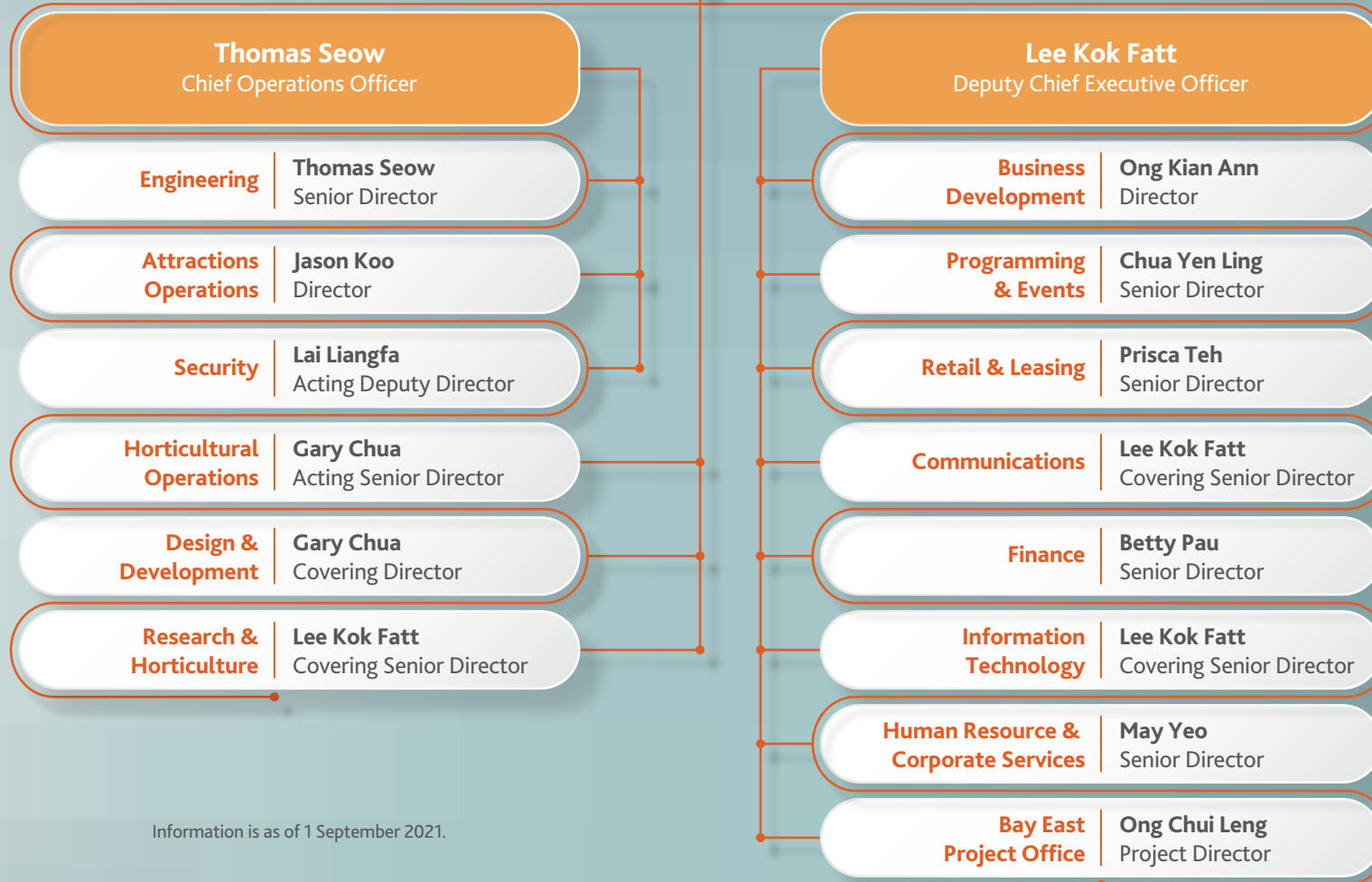
- OCBC Bank
- DBS Bank
- UOB Bank



# ORGANISATIONAL STRUCTURE

**Dr Kiat W. Tan**  
Corporate Advisor

**Felix Loh**  
Chief Executive Officer

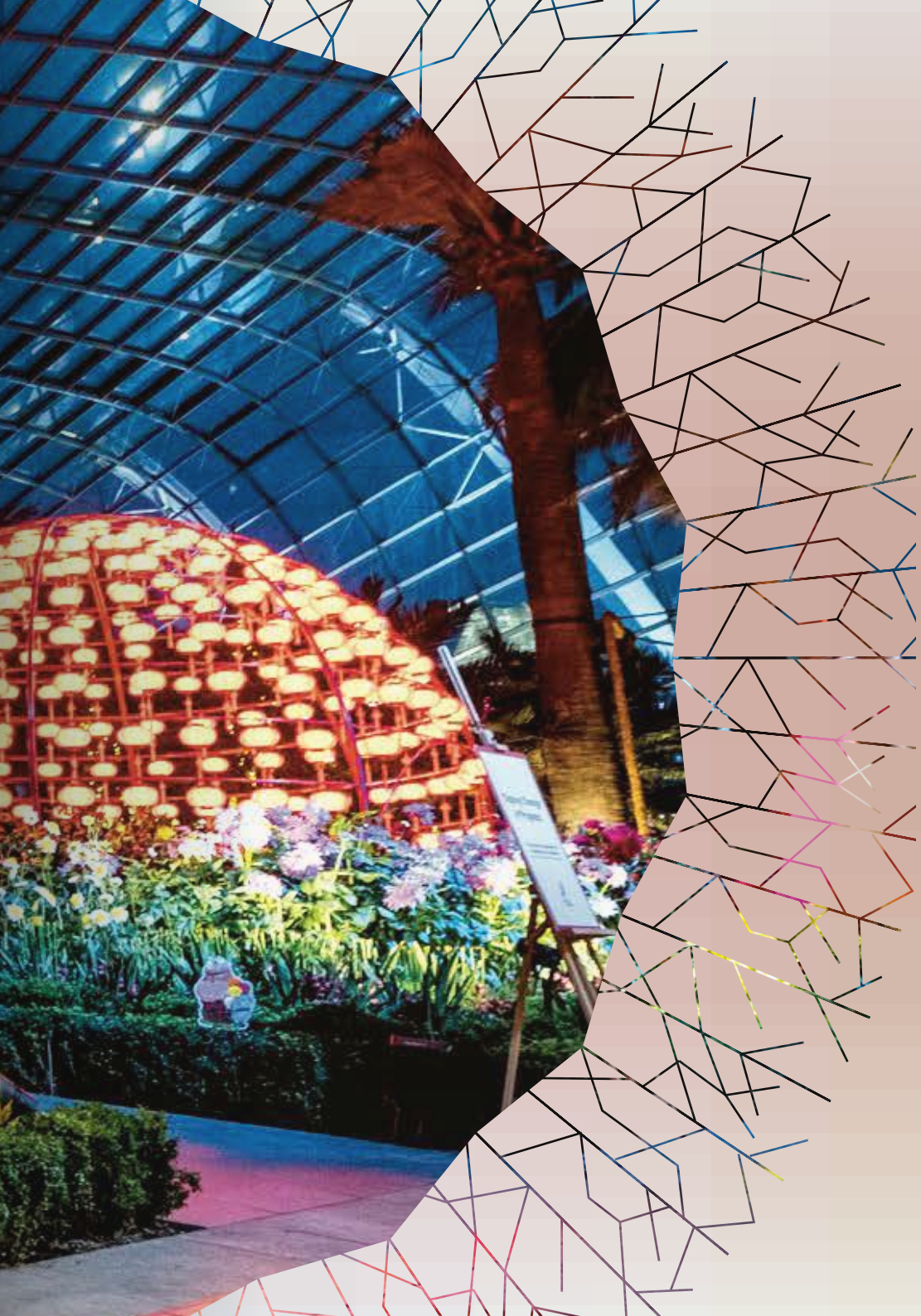


Information is as of 1 September 2021.









# ILLUMINATING EXPERIENCES

# FY 2020 VISITORSHIP

As a national garden, Gardens by the Bay is committed to stand with Singaporeans during a difficult time.

In the face of strong headwinds brought on by COVID-19, the Gardens strove to share the wonders of plants and fulfill its role as a green space for the community in inventive ways, with an eye on safety at all times. This involved actively redesigning on-site experience and creating engaging online content to bring the Gardens to visitors.

Visitor satisfaction rating:

**84%**

Whole of Gardens (FY 2020):

**> 6.4 million**

Whole of Gardens (since inception):

**> 75.7 million**

Organised **9 events**, reaching

**> 2.7 million** visitors

Local visitors to Conservatories:

**> 1.3 million**

(highest number since opening in 2012)



## REINVENTING FLORAL DISPLAYS

Notwithstanding worldwide supply chain disruptions, the Gardens continued to put its best foot forward in delivering floral displays that offered Singaporeans something exciting to look forward to.

With guests' well-being as the priority, floral displays staged in the year were designed to complement prevailing Safe Management Measures. Besides implementing reduced capacity, timed entry and one-directional routing on site to ensure visitors' safety, key photography spots were spread out to prevent crowding and encourage exploration of the conservatory's various nooks.

Kicking off the PGS series was Edible Garden, which featured vegetables, herbs and palatable flowers like colourful Swiss chards, purple kohlrabi, silver sage, scented pastel pink and peach-colored sweet Williams and violet pansies in a pleasing, symmetrical arrangement inspired by Chateau Villandry in France's Loire Valley.

At the same time, the Gardens worked closely with partners and tapped on its in-house horticultural production capabilities to maintain the quality of its displays for the enjoyment of all. Besides annuals, perennials and flowering bulbs, vegetables and shrubs were grown by the Gardens' horticulturists to enliven and maintain plant displays in the conservatories. In addition to bolstering the Gardens' resilience in the face of unexpected supply chain disruptions, this also effectively reduced the Gardens' carbon footprint.

### Pocket Gardens Surprise

A series of ten delightful mini garden displays that ran from July to November 2020, Pocket Gardens Surprise (PGS) was presented with support from private individuals and organisations. Launched in hand with the Flower Dome's reopening following the Circuit Breaker period, PGS saw the introduction of fortnightly displays, each lasting about four weeks or more and featuring creative themes brought to life by a selection of attractive blooms, including temperate flowers grown in-house by the Gardens.





Spotlighting the beauty and resilience of orchids was A Tale of Orchids. In addition to a range of gorgeous orchids including our national flower, Vanda Miss Joaquim (*Papilionanthe* Miss Joaquim), the display also featured digital orchid paintings by homegrown artists presented in hand with local charity, The Very Quiet Studio.



An Urban Oasis, the eighth PGS display, invited visitors to explore a luscious green sanctuary populated by cheerful, fragrant florals. This vibrant display showcased the ways in which nature can be creatively integrated into work and home spaces to offer city dwellers respite from hectic urban living.

## Poinsettia Wishes

The first of the Gardens' full-fledged signature floral displays to return since the Circuit Breaker period, *Poinsettia Wishes* opened on 27 November 2020. It is also the Gardens' first floral display centred around the theme of sustainability.

Incorporating the creative inputs of the Dutch ambassador to Singapore, Her Excellency Margriet Vonno, *Poinsettia Wishes* was headlined by a reimagined Gouda City Hall – an iconic Dutch landmark known for its annual Christmas candle light-up. Complementing the centrepiece were dazzling Luminarie light installations; a wishing well; festive plants such as poinsettias, cyclamens, pansies, and hellebores; as well as real Christmas trees sponsored by O2Plants Pte Ltd. Visitors also enjoyed musical performances as well as meet & greet sessions with Santa Claus, conducted in accordance with prevailing safe management guidelines.

In line with its green theme, *Poinsettia Wishes* featured the Shop Sustainably showcase in collaboration with DesignSingapore. Creatively upcycled props as well as sustainable Christmas gifting ideas were also incorporated into the display's design and presentation.



(From left) Ambassador of Denmark H.E. Sandra Jensen Landi, Ambassador of the Kingdom of the Netherlands H.E. Margriet Vonno, Ambassador of Sweden H.E. Niclas Kvarnstrom, Minister for Sustainability and the Environment Grace Fu, Ambassador of Finland H.E. Antti Tapani Vanska, Ambassador of Norway H.E. Anita Nergaard, and Gardens by the Bay Chairman Niam Chiang Meng toss "snow" to open the *Poinsettia Wishes* floral display in Flower Dome.



## Dahlia Dreams 2021

Visitors feasted their eyes on some 2,000 gorgeous dahlias of about 50 mixed varieties at the seventh edition of *Dahlia Dreams*, displayed alongside specially-designed auspicious elements as well as other Lunar New Year floral favourites such as azaleas, chrysanthemums and cymbidiums. Notably, all dahlias used in this year's display were grown in-house by the Gardens' horticulturists for the first time, amid global supply chain disruptions and spates of unpredictable weather.

Highlights at *Dahlia Dreams* include the eye-catching 8-metre-tall Lantern Globe made up of 266 red lanterns and framed by a pair of golden moongates, a lion dance troupe replica, a pair of golden oxen, illustrated boards featuring the 12 Chinese zodiac creatures and a stately Chinese pavilion. Safe Management Measures were creatively incorporated into the display's presentation: besides spacing out scenic spots to encourage safe distancing, key elements were designed to be multifaceted with minimum visual obstruction to maximise photo opportunities and angles.



## Sakura Featuring Hello Kitty

Notwithstanding logistical constraints, the popular cherry blossom floral display returned this year with *Sakura Featuring Hello Kitty*. Held over six weeks for the first time, *Sakura Featuring Hello Kitty* marked the endearing Japanese icon's debut at Gardens by the Bay. Visitors encountered Hello Kitty in various picturesque settings, including a *hanami* (flower viewing) picnic amidst spring blossoms, a *nodate* (outdoor tea ceremony), and a Japanese-style landscaped garden, complemented by quintessential Japanese elements like *torii* gates and red-crowned cranes displayed around the Flower Dome.





Bringing a slice of Japan to Singaporeans alongside the floral display were workshops, a mini-fair as well as cultural programmes organised in partnership with the Embassy of Japan in Singapore's Japan Creative Centre. The scale of the programmes were adjusted this year in accordance with prevailing safety guidelines.



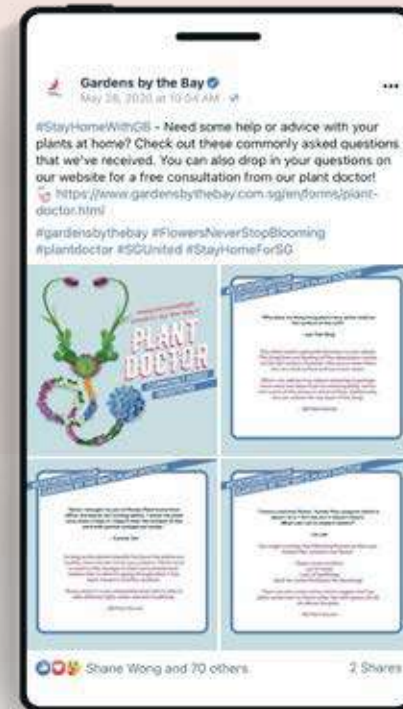
(From left) Gardens by the Bay CEO Felix Loh, Ambassador-at-Large at Singapore's Ministry of Foreign Affairs Professor Tommy Koh, Ambassador of Japan to Singapore His Excellency Jun Yamazaki, and Gardens by the Bay Chairman Niam Chiang Meng launching *Sakura Featuring Hello Kitty*.

## REDESIGNING EXPERIENCES

On the programming front, the Gardens pivoted to making its offerings available on digital platforms, creating safe, refreshing ways for the Gardens to be enjoyed. The Gardens also continued to work closely with partners to inject fresh experiences to its calendar of events in the year and bring back familiar programmes that Singaporeans love and look forward to.

### #StayHomeWithGB

The #StayHomeWithGB initiative was launched in the year as part of efforts to bring a piece of Gardens by the Bay to people virtually. A collection of freely accessible gardens-related online content for all, #StayHomeWithGB encompassed virtual tours of the Gardens; Plant Doctor, a plant advice column helmed by in-house horticulturists; new written and video content themed around diverse topics and interests; educational resources for parents to engage with children at home; as well as engaging craft project video tutorials, among other interesting content developed by the Gardens.



One of the original video series developed as part of #StayHomeWithGB, "Gardens Explorer" saw viewers virtually tour different parts of the Flower Dome and outdoor gardens with the Gardens' horticulturists.

A selection of questions answered by the Gardens' Plant Doctor was posted on Gardens by the Bay's Facebook page, as a way of sharing plant knowledge with the wider public.





## Reformatting Signature Events

With the Gardens' gradual reopening following Singapore's entry to Phase 2, signature events and festivals were brought back on a reduced scale, in line with the prevailing Safe Management Measures and advisories.

Kicking off the return of physical events to the Gardens in September 2020 was *Mid-Autumn Festival*, which drew more than 250,000 visitors over three weekends. Six lantern sets themed around family reunion and unity in the community illuminated the outdoor gardens. Visitors also enjoyed a vibrant display of some 2,000 lanterns hand painted by the community as part of the "Colonnade of Lights" and "Illuminations of Joy". In tandem with the on-site elements, virtual programmes brought the festivities to Singaporeans' homes. *Mid-Autumn Festival's* virtual component was well-received and attracted more than 575,000 online viewers.

A staple on the Gardens' events calendar, *Gardens by the Bay and Mediacorp National Day Concert 2020* took on a new, pre-recorded format. Broadcast over national television and online channels on 10 and 22 August 2020, the National Day Concert was filmed at the Gardens and attracted over 450,000 views.

Concert highlights included comedy skits by local artistes, an ensemble performance of Mediacorp's "The Light" to cheer on frontline healthcare heroes, as well as a rousing rendition of familiar local tune "Home", to which President Halimah Yacob – the event's Guest-of-Honour – and her spouse Mr Mohamed Abdullah Alhabshee lent their voices, accompanied by homegrown artistes Desmond Tan, JJ Neo and Taufik Batisah. The National Day Concert also featured the inspirational stories of Gardens by the Bay's staff Ganesh Ramasundram and Lim Mei Leng who shared how they navigated challenges presented by the pandemic to give back to the community in times of crisis as part of a special segment showcasing Singapore's resilient spirit.



Another annual favourite, *Christmas Wonderland* returned for its seventh edition in December 2020. Presented in partnership with Blue Sky Events, the event saw the outdoor gardens enlivened with the Walk of Lights. The physical event that complemented *Christmas Wonderland's* online yuletide festivities, the Walk of Lights offered a scenic 370-metre self-guided tour of eight spectacular light installations.

President Halimah Yacob and her spouse Mr Mohamed Abdullah Alhabshee pose for a photo with Gardens by the Bay CEO Felix Loh (first from left) and staff at the Cloud Forest during the filming of the *Gardens by the Bay and Mediacorp National Day Concert 2020*.





Walk of Lights was officially opened by Guest-Of-Honour Deputy Prime Minister Heng Swee Keat and Mrs Heng with the lighting of a 14-metre-tall Luminarie Christmas tree on 4 December 2020. Also present at the launch were (from left) Singapore Tourism Board Deputy Chief Executive Yap Chin Siang, Blue Sky Events Pte Ltd Creative Director Sarah Martin, Gardens by the Bay Chairman Niam Chiang Meng and Gardens by the Bay CEO Felix Loh.

## Strengthening Programming Through Collaborations

One of Singapore's most highly anticipated Chinese New Year celebratory events, River Hongbao (RHB) was held at Gardens by the Bay for the first time from 10 to 20 February 2021.

Presented in collaboration with the Singapore Federation of Chinese Clan Associations and the RHB Organising Committee, RHB 2021 at Gardens by the Bay was launched on 10 February 2021 by Guest of Honour, Prime Minister Lee Hsien Loong. The event saw visitors take in the sights of 24 giant lantern sets featuring icons like the 12 Chinese zodiac creatures and a 18-metre-tall God of Fortune set against the verdant outdoor gardens as they learnt more about Chinese culture.

Adapted to be experienced both in the Gardens and via online platforms, RHB 2021's on-site elements were complemented by freely accessible virtual content and performance screenings. The event also incorporated robust safety protocols and crowd control measures into its execution, with over 100 volunteers, Safe Distancing Ambassadors and uniformed auxiliary police officers deployed on-site at any one time to ensure compliance with Safe Management Measures. The inaugural edition of RHB at Gardens by the Bay drew some 60,000 on-site visitors and 1,000,000 online viewers.

Meanwhile, the Gardens continued to actively partner community groups, embassies and other organisations to broaden its programme offerings. This year saw *Reading in the Gardens 2020* held virtually in partnership with Yayasan Mendaki, as well as *vOilah! France Singapore Festival 2020: A Virtual Voyage through Masterpieces*, presented in collaboration with the French Embassy in Singapore.



(L-R) Minister for National Development Desmond Lee; Minister for Culture, Community & Youth and Second Minister for Law Edwin Tong; Mrs Lee Hsien Loong; Prime Minister Lee Hsien Loong and RHB 2021 Organising Committee Chairman Mr Tan Aik Hock at the launch of RHB 2021. Image credit: MCI

## LOOKING AHEAD

Come FY 2021, visitors can look forward to a series of brand-new themed floral displays as well as an invigorating, large-scale art exhibition in the Gardens featuring the works of renowned American sculptor Dale Chihuly, who works with blown glass as an artistic medium. At the same time, the team will continue to pursue collaborative opportunities with key partners to further augment the Gardens' programming line-up.









# DELIGHTING OUR GUESTS



# DELIGHTING OUR GUESTS

Preparedness exercises are carried out regularly to keep staff up to date on standard operating procedures and enable them to render assistance promptly to visitors who feel unwell.

Visitor safety and satisfaction remained a priority even as the Gardens' offerings were repositioned to meet the evolving needs of guests amidst disruptions wrought by the pandemic.

## ENSURING VISITOR SAFETY

In compliance with prevailing government guidelines, Gardens by the Bay adopted an extensive suite of precautionary measures to safeguard staff and visitors' well-being. Complementing these on-site measures were efforts to streamline services and admission processes to minimise contact.

### Implementing Extensive Safe Management Measures

Comprehensive Safe Management Measures (SMMs) were integrated into every step of the visitor's journey at the Gardens.

All visitors were required to complete SafeEntry self-check-in and undergo mandatory temperature screening prior to entering the Gardens' ticketed attractions. Safe distancing markers were added to various parts of the Gardens to guide visitors in maintaining an appropriate distance from one another. Prominent signage in the Gardens and regular public announcements reminding visitors to abide by the latest safe management advisories were also in place. Meanwhile, Safe Distancing Ambassadors were deployed throughout the Gardens daily to ensure compliance with SMMs, and transparent screens were installed at Visitor Service counters that remained open during this period to enhance safety without compromising on service with a personal touch.

In facilitating effective crowd management, capacity limits and time-stamped admissions were implemented at the cooled conservatories and Floral Fantasy. Re-entry to ticketed attractions was also temporarily put on hold, with live counts of visitor numbers at the respective attractions actively monitored by staff. The capacity of amenities such as the Shuttle Service was similarly reduced to maintain safe distance among passengers, while capacity at the Far East Organization Children's Garden was limited during weekends and on public holidays to prevent crowding.







## Going Contactless

Accompanying efforts to ensure cleanliness and compliance with SMMs were initiatives to reduce contact for garden users' safety.

The Gardens adopted online ticketing as its primary channel of ticket sales as part of efforts to go contactless. Online ticketing capabilities were augmented with the launch of the new Gardens by the Bay mobile application (app) in the year, which provided visitors an alternative hassle-free and cashless way to purchase tickets ahead of their visit, besides the Gardens' online ticketing portal. New scanners were also introduced to facilitate self-scanning of e-tickets and *Friends of the Gardens* membership e-cards, both of which are accessible via the Gardens by the Bay mobile app, for safe and quick admission.



Designed with features that encompass all aspects of the visitor's journey at the Gardens, the comprehensive Gardens by the Bay mobile app integrates a range of visitor services seamlessly onto a one-stop platform that can be conveniently accessed on the go.

## Maintaining High Cleanliness Standards

High cleanliness and hygiene standards continued to be maintained at the Gardens for the well-being of all. Besides stepping up on cleaning and sanitising of high contact areas and surfaces, checks and maintenance of the conservatories' air handling units which were fitted with state-of-the-art UV(C) germicidal emitters similar to those used in healthcare institutions were carried out regularly to ensure optimum indoor air quality at all times. Meanwhile, hand sanitiser solution was readily provided at key visitor touch points for guests' use.

The Gardens also attained SG Clean-recertification in March 2021. A nationwide initiative by the Singapore Tourism Board to rally the public and businesses to adopt good public cleanliness practices, SG Clean sees public venues assessed and certified by third-party professionals to ensure rigorous cleanliness and hygiene measures are in place.

## Key Features of the Gardens by the Bay Mobile App

- Supports online ticket purchase and the selection of entry time slots for both e-ticket holders and *Friends of the Gardens* members
- Provides real-time indication of crowd levels in the Gardens
- Allows visitors' self-scanning of e-tickets and *Friends of the Gardens* membership e-cards for admission
- Supports more ways for the Gardens to be enjoyed, including Augmented Reality experiences, 360 views, as well as enabling visitors to identify plants in the Gardens



# REIMAGINING VISITOR EXPERIENCE

Alongside efforts to ensure guests' safety, the Gardens strove to offer visitors unique experiences, notwithstanding the challenges posed by the pandemic. Towards this end, the team worked with local and international partners to present a series of new displays and pop-up experiences, including some that were held in Singapore for the very first time. New dining and shopping experiences in the Gardens were also unveiled in the year.

## New Experiences to Delight

### Pop-up Experiences

Injecting variety and excitement to the Gardens' calendar of events in FY 2020 were several new pop-up experiences conducted with partners. These included *Once Upon A Time On The Orient Express*, *Otah and Friends* and *Dandelion*.



Organised by Visionairs in Art and spanning over 2,000sqm, *Once Upon A Time On The Orient Express* offered an immersive journey through the history of the Orient Express – the legendary train synonymous with the heyday of luxury rail travel. Held from 12 December 2020, *Once Upon A Time On The Orient Express* saw visitors enjoy an interactive exhibition on the Orient Express' history, the display of two original train carriages classified as National Treasures of France and a 158-year-old locomotive, some 300 heritage items, a Museum Boutique, as well as gastronomic experiences helmed by two-time three-Michelin-starred chef Yannick Alléno.



Adding to the things to do at the Gardens from 15 December 2020 to 4 April 2021 was *Otah & Friends Vol. 1: Hide-and-Seek* curated by El Masnou, a local start-up focusing on developing experiential concepts with themes that resonate with Singaporeans. Singapore's first otter-themed hide-and-seek escapade targeted at families with kids, this pop-up experience invited participants to explore and find Otah the Otter in his colourful, whimsical home.

From 9 to 15 November 2020, the Supertree Grove played host to *Dandelion*, which was jointly presented by Gardens by the Bay and Japanese creative force NAKED, INC. This interactive multimedia installation is part of the latter's Breath / Bless project and conceptualised by artist and founder of NAKED, INC, Ryotaro Muramatsu. *Dandelion* in Singapore featured a 2-metre-tall dandelion structure set against the spectacular backdrop of the Supertrees. *Dandelion* marked the first time that Mr Muramatsu presented a work that connected across international borders in real time. Particularly poignant amidst the global pandemic, this floral-themed installation is aligned with the Gardens' belief that flowers never stop blooming even in adversity.



Scanning a QR code and pointing one's smartphone at the dandelion structure triggers floating dandelion fluffs projected on the ground to "bloom" as peonies in the *Dandelion* installations in Tokyo Tower and Shibuya's Miyashita Park. Similarly, whenever sakura spontaneously bloom on the ground at Gardens by the Bay, it means that someone in Japan has interacted with the *Dandelion* installations to send dandelion fluffs to Singapore. Image credit: NAKED, INC



## New Sculpture Displays

Meanwhile, the conservatories benefitted from new sculpture displays in the year.

In August 2020, the Cloud Forest hosted its first full-scale art exhibition, "A Sculptor's Secret Garden". Presented in collaboration with Chini Gallery in Taipei, the exhibition showcased 16 bronze sculptures by Taiwanese artist Lee Kuang-Yu interspersed throughout the conservatory. Based on the themes of "A Quiet Respite in the Garden", "Beautiful Memories" and "Man and Nature as One", these sculptures were brought from the artist's studio and garden in the mountains of Xizhi, Taipei, for exhibition in Gardens by the Bay. Originally planned for a six-month display, the exhibition was extended to July 2021.

Meanwhile, the Flower Dome was enlivened with the addition of *Kei-Chan*, a vibrant sculpture by renowned Japanese artist Yayoi Kusama, gifted by private individual Ms Lee Tuan.



*Thinker* by Lee Kuang-Yu pays homage to French sculptor Auguste Rodin's work of the same name.



Made in 2011, *Kei-Chan* is displayed at Aloes in Wonderland in the Flower Dome.

## Creating Blissful Memories at the Gardens

Gardens by the Bay continues to position itself as a choice destination where beautiful memories of life's significant milestones are created. In enlarging visitor offerings, the Gardens' team facilitated several customised wedding proposal events and introduced various wedding promotions in the year. Alongside these initiatives, the Supertree Observatory was opened up in FY 2020 to augment the Gardens' event space offerings, providing couples another scenic venue option for wedding solemnisations and proposals.

Also rolled out in the year was Picnic by the Bay. This personalised start-to-finish service experience sees picnic-goers enjoy freshly-prepared food at picturesque spots in the outdoor gardens, and provides visitors with yet another activity option to complement and complete their trip to the Gardens.



Picnic by the Bay



## Expanded Retail and Dining Offerings

### Launch of the Gardens' eShop

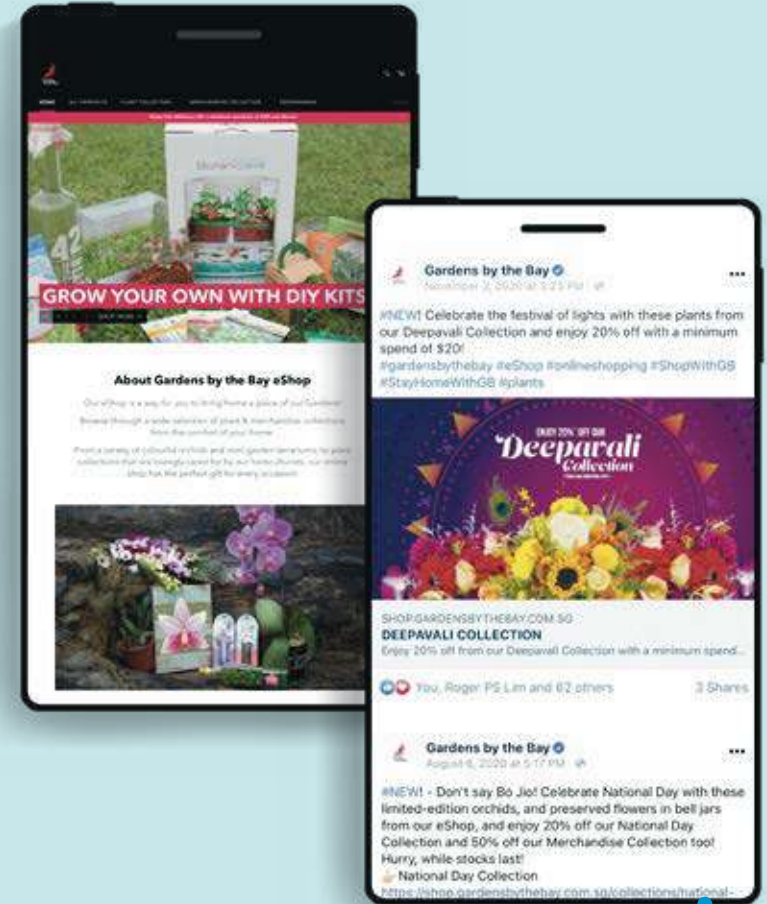
In meeting changing customer needs, the Gardens made its foray into e-commerce with the unveiling of its eShop on 7 April 2020. Besides extending the Gardens' reach to a broader international market, the eShop also facilitated a safe, cashless shopping experience for all.

The eShop offers an extensive range of products, including virtual workshops and experiences, unique plant products as well as exclusive Gardens by the Bay merchandise. Notably, the year saw the addition of new and well-received plant products. These include a selection of uncommon plants propagated from the Cloud Forest's collection curated according to the latest industry trends, special Big Lip Phalaenopsis orchids, as well as a range of bespoke creations handmade by the Gardens' horticulturists. Tapping on their wealth of experience with botanical displays, the Gardens' horticulturists produced the Plantsman's Collection and Mini Gardens series, comprising one-of-a-kind terrariums and floral arrangements. In all, the year saw the introduction of some 200 exclusive house brand items and another 180 items related to flora and fauna.

In offering shoppers greater value, promotions are run periodically in conjunction with festivities and key events in the Gardens. Well-received promotions in the year included the Mother's Day promotion from 27 April to 10 May 2020, as well as extensive in-store promotions following the Gardens' reopening after the Circuit Breaker period in appreciation of visitors' continued support.



One of the exquisite pieces in the Plantsman's Collection, Endear. Made with orchids and other plants grown in-house, each item in this collection is named after a trait that is particularly relevant during these difficult times.



Customers enjoyed special promotions on the Gardens' eShop as part of Deepavali celebrations.



## New Dining Options

Three new F&B concepts were opened in the year, offering visitors even more dining options in the Gardens.

Commencing operations in February 2021 was Mylo's. Located across the Silver Garden along the Waterfront Promenade, this pet-friendly café serves up small bites and drinks popular with diners who prefer healthier food options. Over at the Far East Organization Children's Garden, parents can sit back and enjoy delectable brunch-type meals at the new casual café, Petit Coco, as their children play.

Singapore's first social enterprise cloud kitchen The Social Kitchen (TSK) opened its latest outlet at the Supertree Observatory in March 2021. Diners can choose from various sustainable and accessible meat-free options, specialty drinks as well as sweet treats and delightful bakes at TSK, which brings together several local brands and innovative F&B concepts in one place.



Unusual Big Lip Phalaenopsis, such as this *Phalaenopsis* Younghome Princess x KV Beauty (Pink Form) pictured here, were also introduced for sale in the Gardens' eShop. The 'big lip' is the effect of a mutation which results in an enlarged labellum that gives the entire flower a bigger, fuller look.

Aside from the eShop, uncommon plants propagated by the Gardens' horticulturists were also made available to the public through a series of Live Plant Sales and plant auctions conducted on social media.



One of the pieces created by the Gardens' horticulturists as part of the Mini Gardens series.





# FUTURE DEVELOPMENTS: FOUNDERS' MEMORIAL AND BAY EAST GARDEN PROJECT



Working in collaboration with the National Parks Board (NParks), the Bay East team conducted fauna surveys prior to development of the site.

Design development works for the Founders' Memorial project were completed in the year in review. Meanwhile, the team at Gardens by the Bay continued to work closely with various stakeholders throughout the year to further streamline and drive plans for the Founders' Memorial with an eye on sustainability.







Design review workshops were held jointly by the National Heritage Board and Gardens by the Bay teams to review landscape design proposals for the outdoor gardens.

## LOOKING AHEAD

Come FY 2021, visitors can look forward to exciting offerings such as a brand-new glamping experience, *Otah & Friends Vol. 2*, the *Dale Chihuly: Glass in Bloom* exhibition which will see unique glass sculptures by famed American artist Dale Chihuly displayed in Gardens by the Bay for Singaporeans' enjoyment, as well as other novel pop-up experiences in the Gardens. Meanwhile, couples will soon be able to select from curated wedding packages offered by the Gardens, which provide convenient, one-stop solutions to achieving their dream wedding. Also in the pipeline are fresh dining experiences in the Gardens anchored by familiar brand names that will be sure to excite coffee and burger connoisseurs. At the same time, safe and novel initiatives – such as new, digital ones – will be explored to further enhance the Gardens by the Bay experience for both local and overseas visitors.



# STAFF FEATURES

“ Taking up the role of a Safe Distancing Ambassador is a new experience for me. It was pretty challenging in the beginning as it differs quite a bit from our usual corporate role and we were not familiar with the roles and responsibilities of the frontline operations staff. However, in time and with experience, I have managed to adapt and pick up the skills required to handle frontline operations. Overall, it’s been a great learning experience for me!

Also, having walked in the shoes of the frontline operations staff, I applaud them for their patience, professionalism and the pride that they take in their work! I also really appreciate our Attractions Operations colleagues’ efforts in guiding us on the job!



## Yap Hui Ling

Executive, Sales & Marketing

*Hui Ling is among the Gardens’ corporate staff who took on the additional role as Safe Distancing Ambassadors in the Gardens over the weekends and during peak periods.*



“ Prior to COVID-19’s arrival, my team and I were on the ground running the Gardens’ operations, working closely with the Security team to manage crowds, attend to incidents and oversee our sizable frontline part-timers force. With the arrival of COVID-19 and a leaner team, we’re more focused on assisting visitors at the Gardens’ attractions.

The new technologies and equipment introduced to the Gardens, such as the Gardens by the Bay mobile app and contactless ticket scanners, have definitely helped us free up some manpower and direct them towards more pressing tasks. They make for a safer experience for our visitors involving less contact too, which is often also more convenient.

We’re very grateful for our corporate colleagues’ help with crowd control, visitor enquiries and ensuring visitor traffic flow at key areas during peak periods, which helped to ease our workload. They are our eyes and ears on the ground! While some of them may be unfamiliar with our standard operating procedures and come to us with questions occasionally, having our colleagues there to inform us about incidents shortens our response time significantly and allows us to act much more quickly!



## Nazurah Binte Rahmat

Executive, Attractions Operations

*As a member of the Attractions Operations department, Nazurah is part of the frontline team that is visitors’ first point of contact when they arrive at the Gardens.*





# VISITOR COMPLIMENTS



I was wheeling my dad towards the conservatories and your security staff Alan Heng was on his buggy nearby when one of the wheelchair's wheels came off.

Alan was super observant. Even though he was just passing by on his buggy, he had a keen eye and realised that I had an issue with my dad's wheelchair. He immediately got off from the buggy to help my dad off the wheelchair and assisted him to the nearest place to sit down as I tried to retrieve the wheelchair screw. Alan proactively reached out to his colleagues for help after assessing that a tool was required to fix the screw back onto the wheelchair. He eventually helped us put the screw back on securely.

I am also in the service industry myself, and Alan's actions exemplify excellent service. It is highly appreciated and deserving of recognition. Thank you so much to Alan for upholding such high service standards to make guests visiting the park so welcome, so at home.



**Jasmine Lim**



I would like to extend my thanks and gratitude to Aisyah for assisting me well beyond service hours on 22 March 2021 with amending my tickets. Ms Aisyah was efficient, polite and handled the booking changes effortlessly. It is service like this that makes going to Gardens by the Bay just that little more special. Thank you once again and we are definitely making Gardens by the Bay a regular weekend family destination!



**Serene Martin**



I would like to extend my compliments to a job well done by two of your security personnel, Tony Yeo and Max Lo.

On 5 March 2021, I arrived at Gardens by the Bay's car park and parked at an accessible lot. As my friends were already inside the Flower Dome and could not come out to assist me, I called the Gardens' hotline for assistance to retrieve my wheelchair from the car boot. Within five minutes, the two staff arrived and promptly assisted me in retrieving the wheelchair.

They were very friendly, courteous and very professional. Not only that, they also assisted me to the entrance of the Flower Dome and I am deeply touched by their gesture. I am very proud of them and we should be proud of them to show the world what Singapore can do.

Kudos to Tony and Max!



**Koh Heek Khoon**







Dale Chihuly, *White Tower with Fiori*  
Gardens by the Bay, Singapore, installed 2021  
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# BRILLIANT BLOOMS



# THE GARDENS' PLANT COLLECTION IN NUMBERS

No. of plants in Whole of Gardens:  
**1,052,315**

No. of plant taxa in Whole of Gardens:  
**10,063**

The Gardens' extensive and vibrant plant collection continues to excite and attract repeated visitors.

In keeping with its commitment to deliver quality displays for visitors' enjoyment year-round, Gardens by the Bay actively sought to bring in and showcase interesting plants in novel ways. At the same time, the team continued ongoing research efforts and tapped on in-house expertise as well as new technology to expand its plant production capabilities and nurture its growing collection.

## RESEARCH ACHIEVEMENTS



### Plant Production

In the face of supply chain disruptions caused by the pandemic, Gardens by the Bay ramped up in-house production of annual blooms and plants to support its displays.

Besides the 2021 edition of *Dahlia Dreams* which showcased some 2,000 dahlias entirely grown by the Gardens' horticulturists, in-house plant production capabilities bolstered other key floral displays staged in the year as well. These include *Poinsettia Wishes* and *Sakura Featuring Hello Kitty*. The former featured close to 3,000 celosias, lobelias, salvias and violas, while the latter presented some 3,200 impatiens and salvia. Meanwhile, the Gardens' nurseries supplied over 6,300 delphiniums, impatiens, matricarias and petunias to the European-themed display in July 2020, in addition to 2,650 pots of dianthus and osteospermums that will accompany *Dale Chihuly: Glass in Bloom*, an upcoming large-scale sculpture exhibition in the Flower Dome come FY 2021. Plants grown by the Gardens' horticulturists also supported the upkeep of the Cloud Forest's mountain.

Beyond the conservatories, groundcover and shrubs propagated in-house added to the outdoor gardens' lushness.

In all, the Gardens' displays benefitted from more than 17,000 plants produced in-house in FY 2020.



Dahlias grown in-house by the Gardens' horticulturists were housed in the Gardens' Support Biome.





## Continuing Plant Trials

A series of directed trials enabled the Gardens to further expand its plant knowledge in the year. Besides determining the plant selection for its floral displays, the findings from these trials empowered the Gardens' horticulturists to explore more efficient, sustainable growing methods and identify suitable varieties to strengthen the Gardens' resilience to unexpected supply chain disruptions.

Trials on giant pumpkins in the year saw two types of *Cucurbita maxima* cultivar seeds germinate successfully over 26 weeks. Towards the aim of growing quality, giant ornamental pumpkins under prototype glasshouse conditions for display as a novelty plant, key data as well as the plants' growth process were carefully documented during the trial period, which saw knowledge gains in production processes. As a testament to the Gardens' in-house plant growing capabilities as well as the skill of its growers, the team succeeded in producing an impressive ornamental pumpkin weighing 74.6kg and measuring 194cm in circumference.

Singapore's national flower and a highly anticipated floral favourite at the Gardens, Vanda Miss Joaquim (*Papilionanthe* Miss Joaquim) was the focus of another trial conducted in the year. With the findings from these trials, the team was able to establish improved flowering control when coupled with the selection of the right plants and effective employment of bud removal techniques at appropriate stages to synchronise blooming. The knowledge gleaned also enabled the Gardens to further optimise space usage for cultivation and achieve greater certainty in sourcing suitable plants to support its displays.

Also carried out in the year were several trials aimed at enhancing in-house plant production capabilities and pursuing more sustainable practices. These included a re-growing trial involving dahlia tubers from plants featured in the 2020 edition of *Dahlia Dreams*. Using the same cultivation methods, flowers of comparable quality as those cultivated from fresh tubers were successfully produced from the salvaged tubers, and the formation of new tubers was also

observed. Following this trial, the team will explore more ways of maximising the use of salvaged plants as a reliable alternate source of quality tubers from which dahlias can be grown for future display. Aside from ensuring display quality, re-growing dahlias from salvaged tubers can also contribute to reducing reliance on overseas supply sources.

Used peat's viability in supporting an additional crop cycle as well as its effects on crop yield was also evaluated in the year. While fewer in number, the average flower size of plants grown from recycled peat was comparable to those grown from new peat and found suitable for display. These encouraging results presented another sustainable way to recycle used peat, beyond its use as alternative compost.

The team also experimented with several tulip cultivars, including hydroponic ones, in a series of trials conducted in the year with the aim of finding an alternative source of tulips produced with sustainable energy.

In enlarging the Gardens' repertoire of plants for display and sale, the feasibility of growing heirloom vegetables in Singapore as well as their potential as a marketable commercial crop was studied. Several iterations were conducted as part of this trial, alongside a market survey to gauge reception of a proposed display headlined by these crops.



This specimen weighing over 74kg and measuring close to 2m in circumference holds the Gardens' home record for the largest ornamental pumpkin grown in-house!





The Gardens' winning orchids on display at the National Orchid Garden.



Introduced to the Gardens in FY 2020, *Begonia pavonina* is displayed at the Cloud Forest and Floral Fantasy.

## Growing & Showcasing the Gardens' Collection

Gardens by the Bay garnered seven awards – four Best in Class Certificates, two Runner-up Certificates and one Certificate of Commendation – at the Orchid Society of South East Asia (OSSEA) Orchid Heritage Show, held at the National Orchid Garden from 24 October to 1 November 2020.

The year saw also the naming and registration of two new orchid hybrids bred by the Gardens' horticulturists with the Royal Horticultural Society – *Dendrobium* Lawrence Wong (*Dendrobium glomeratum* × *Dendrobium crumenatum*) and *Dendrobium* Moses Lee (*Dendrobium* Tan Wee Kiat × *Dendrobium* Jaquelyn Concert).

As part of ongoing efforts to grow the Gardens' plant collection, the Flower Dome welcomed new *Hippeastrum* and *Lilium* collections, while the Cloud Forest's plant palette was enriched with the addition of *Begonia* species native to Vietnam in the year. Meanwhile, new arrivals such as *Euphorbia bongolavensis*, *Begonia maculata* and *Dracaena* 'Black Emerald' augmented the variety of plants displayed in the outdoor gardens. In all, 43 new plant taxa were introduced to the Gardens in FY 2020.







Minister for Finance Lawrence Wong (right) receiving *Dendrobium* Lawrence Wong, an orchid named after him, from Gardens by the Bay Chairman Mr Niam Chiang Meng in August 2020.

## MAINTAINING THE GARDENS

The Gardens continued to invest in the care and upkeep of its prized plant collection amidst the resource and manpower crunch arising from the COVID-19 pandemic.

The Gardens' attractions were closed temporarily during the Circuit Breaker period, with only a skeletal team allowed on-site daily. In maximising manpower deployment efficiencies with minimal impact on the well-being of plants and visiting experience, the team prioritised essential maintenance with a focus on safety and aesthetics. These included crucial works like ensuring prompt removal of weeds and unhealthy plants, tree pruning, as well as regular clearing of drains to prevent chokage and mosquito breeding.

Buggy-mounted insecticide sprayers introduced in the year helped to mechanise and streamline operations.



At the same time, the team leveraged new equipment and technology to achieve greater efficiency with limited resources. The Circuit Breaker period saw two sets of Internet of Things (IoT) sensors deployed around the cooled conservatories, which enabled the team to remotely monitor indoor microclimatic conditions to ensure the health of plants. In the outdoor gardens, the use of new equipment like mechanical sweepers coupled with efforts to mechanise day-to-day, labour-intensive tasks such as insecticide application expedited work processes. Beyond rationalising operations, these initiatives also eased the Gardens' manpower crunch.

Meanwhile, irrigation frequency of plantings along Marina Gardens Drive was decreased to maximise the use of limited resources. A follow-up assessment was conducted after the watering adjustment, which found that the majority of plants in the vicinity responded well to the change.

## LOOKING AHEAD

A new orchid-themed section will be unveiled at the Cloud Forest in the second half of 2021 as part of continued efforts to showcase the Gardens' extensive plant collection. Dedicated to hosting the conservatory's changing orchid displays as well as permanent orchid exhibits, visitors can look forward to bigger orchid displays put together by the Gardens' horticulturists at this new space.

FY 2021 will see the Gardens continuing the integration of mechanisation into more aspects of its operations and processes. Plant research and introduction efforts will carry on as well, along with the exploration of ways to further augment in-house plant production capabilities to meet the Gardens' display needs.









# SPARKING SUSTAINABILITY



# SPARKING SUSTAINABILITY

Sustainability was integrated into various aspects of Gardens by the Bay's design during its development phase, and is a key pillar that continues to guide the organisation's growth and development through the years. The pandemic was an instrumental catalyst that gave a push to the Gardens' sustainability drive amidst concerted efforts to further rationalise operations in the face of the resource crunch brought on by COVID-19.

Throughout the year, Gardens by the Bay actively looked at ways of doing more on the environmental sustainability front and operating more sustainably. At the same time, it sought opportunities to encourage discourse on and raise awareness of sustainability in both its staff and visitors.



Props used in *Poinsettia Wishes*, including the Gouda City Hall and nutcracker dolls, were creatively repurposed from previous floral displays.

# FOREGROUNDING SUSTAINABILITY

## Heightening Public Awareness

### ***Poinsettia Wishes*, the Gardens' First Sustainability-Themed Floral Display**

November 2020 saw the Gardens stage its first sustainability-themed floral display, *Poinsettia Wishes*. In minimising the display's carbon footprint, poinsettias featured in the show were from neighbouring Malaysia and complemented by interesting upcycled props and plants grown in-house by the Gardens. To extend the usage of plants and spread cheer to the community, flowers that were in good condition at the end of the display and suitable for growing in the local climate were handpicked and gifted to charities. All Christmas trees used in *Poinsettia Wishes* were also donated to the Singapore Zoo, where they were given a second life in animal enrichment activities and programmes.

Another highlight at *Poinsettia Wishes* was the Shop Sustainably showcase, presented in collaboration with DesignSingapore Council. The showcase spotlighted and brought sustainable-minded products by Singaporean woodworking design studio Roger&Sons and homegrown contemporary womenswear label GINLEE Studio to the Flower Dome's South American and Mediterranean Garden. Supported under the DesignSingapore Council's Good Design Research programme, these two local makers use robust design research and experimentation to develop impactful products that benefit people and the environment.

The Shop Sustainably showcase featured sustainable-minded products by GINLEE Studio (left) and Roger&Sons as part of *Poinsettia Wishes*.





Also launched in conjunction with *Poinsettia Wishes* was *Charge Up With Bloom!*, a free outdoor garden trail activity for children focusing on the 3Rs of reducing, reusing and recycling. At the end of its run, the wood waste from *Charge Up with Bloom!* was sent to the Gardens' biomass plant operated by ecoWise for conversion into thermal and electrical energy, which contributes in part towards powering the conservatories' cooling systems.



Minister for Sustainability and the Environment Grace Fu at the preview of *Charge Up With Bloom!* This outdoor garden trail activity also featured a pledge wall where visitors were encouraged to write down their own pledge to sustainability.



A series of handmade decorations by the Gardens' staff also enlivened the floral display.

## Shopping Sustainably at the Gardens

Sustainable products were available as part of the Gardens' retail offerings to encourage customers to go greener. These included a range of sustainable-minded fabric products, including new washable face masks and cup sleeves bearing the Gardens' bespoke brand pattern, reusable tote bags, as well as apparel and towels made from more environmentally-friendly textiles such as bamboo. Visitors looking to bring a piece of the Gardens home could browse and choose from Gardens by the Bay's exclusive Arch collection, comprising intricate pieces crafted from sustainable wood sources, as well as other eco-friendly products like reusable metal straw sets.

More environmentally-conscious packaging solutions were used at the Gardens, such as Kraft shopping bags made wholly from raw and recycled materials. Meanwhile, recyclable packaging and utensils were provided at the Gardens' cafes, and the year saw the introduction of the Gardens' housebrand drinking water repackaged in Tetra Pak – a recyclable material.

## Fostering Greater Staff Awareness

The Gardens also directed its efforts in encouraging greater ownership of the sustainability cause inwards. The year saw the formation of the cross-department GB Green Team, which aims to encourage fellow colleagues to incorporate sustainable practices into their daily lives. The year saw the Green Team's successful organisation of the #20Days20Ways virtual campaign, which introduced 20 accessible ways to make sustainability part of day-to-day living over 20 days, as well as the facilitation of several company-wide donation drives in support of meaningful causes. These included the collection and donation of useful items to migrant workers in Singapore as part of a project by local ground-up initiative ItsRainingRaincoats (IRR), as well as the collection of used sports shoes in support of "Old Shoe New Future", an effort spearheaded by Sport SG to recycle used sports shoes into materials for jogging tracks, fitness corners and playgrounds.

A workshop on Human-Wildlife Conflict and Coexistence was also conducted in the year. Held on 25 February 2021 and co-facilitated by the World Wide Fund for Nature (WWF), the workshop aimed to promote awareness and appreciation for wildlife among staff, identify potential human-wildlife conflicts, and inform the drafting of preliminary wildlife management standard operating procedures (SOPs).



Staff sorting out items collected as part of the company-wide donation drive.



# ACHIEVING GREATER OPERATIONAL SUSTAINABILITY

## Maximising Resources

Temperatures in the conservatories and Floral Fantasy were adjusted at night during the Circuit Breaker period to conserve energy. The use of plant storage space was also relooked and optimised in the year, which translated into sizable energy savings with the temporary closure of Support Biome 3 and its supporting facilities.

Further contributing to utility savings was the move to partially switch off non-essential lighting in the outdoor gardens from 11pm onwards, as well as the closure of other non-essential supporting facilities. Meanwhile, selected lamps in the Gardens were upgraded to smarter, more energy-efficient models that incorporated motion sensors in their design, and a de-lamping exercise was also conducted to reduce electricity consumption without compromising on visitor safety and illuminance requirements. In all, these efforts have reaped substantial cost savings in the year.

The print access control initiative as well as a new Eco Print Corner (EPC) was introduced to reduce paper use in the office. Besides encouraging staff to print only what they need, the implementation of print access control allowed the Gardens' IT team to better understand staff printing behaviour. Complementing this was the addition of the EPC to the Gardens' HQ office. Started as a trial project, the EPC provided a convenient way for staff to sort paper materials for recycling or reuse.

Staff are encouraged to deposit their paper materials – including envelopes, newspapers and magazines – at the EPC's sorting bins for recycling or reuse.



Alongside efforts to do more with existing resources, the team actively looked at conserving resources – such as energy, manpower and finances – to streamline the Gardens' operations and better manage operating costs.

In hand with these initiatives, printers in the Gardens' offices were progressively replaced with more eco-friendly ones in the year. Incorporating parts made with recycled plastics, the new printers come with a built-in intelligent sleep mode to maximise energy savings, and are EPEAT-Registered for their green electronics design and Energy Star V2.0-certified for their low energy prints.

## Working Smarter

In tandem with its Smart Garden vision, the Gardens looked at ways of working more smartly and efficiently by integrating technology into more aspects of work in the year.

In better positioning itself for recovery and future growth, Gardens by the Bay embarked on an Operation and Technology Roadmap (OTR) in hand with the Attractions, Resorts & Entertainment Union (AREU) – the first in Singapore's attractions industry to do so. The OTR charts the organisation's growth and development milestones in the next five years as the Gardens looks to technology and innovation to drive its business, enhance operational efficiencies, and create higher-value roles for staff as part of its Smart Garden vision.

Gardens by the Bay continued to support the environmental cause through participation in meaningful initiatives like Earth Hour.





Staff deployment was also streamlined in the year to reduce reliance on contract and outsourced manpower for greater operational sustainability in the long run. Riding on initial staff redeployment efforts, Gardens by the Bay established a Central Pool scheme – a structured staff development initiative underlined by cross-functional training and deployment. Supporting this was the Agility Competence Excellence (ACE) training scheme, which was rolled out to equip staff with the necessary skills to take on new or reconstructed roles created to meet the needs of the new normal. These ongoing efforts will better position the Gardens and its staff to take on the challenges presented by the pandemic in the long term.

Gardens by the Bay CEO Felix Loh (left) and GovTech CEO Mr Kok Ping Soon (right) signing a Memorandum of Understanding (MoU) in the presence of NTUC Secretary-General Mr Ng Chee Meng (centre). This MoU appointed GovTech as System Architect for the Gardens' Smart Garden vision as part of the Smart Nation Sensor Platform, a strategic national project that leverages sensors and data to better drive public agencies' operational efficiency.



## Developing a Sustainability Framework

In steering and advancing its sustainability efforts, Gardens by the Bay embarked on the development of a Sustainability Framework in FY 2020. This cadre will guide the Gardens' transformation and progress in its sustainability journey, at the same time enabling it to remain competitive on the environmental, social and economic sustainability fronts.

## Looking Ahead

Sustainability considerations pervade all aspects of the Gardens' operations and will continue to impact the Gardens' future growth. With this in mind, Gardens by the Bay will continue to develop a more sustainable business model through prudent investments in technology, exploration of new businesses, and benchmarking against global standards to establish itself in time as a leader in the sustainability arena.

FY 2021 will see the Gardens implement the proof of concept for an Integrated Facilities Management (IFM) model. Aimed at simplifying the management of day-to-day operations, the IFM will consolidate facilities services in the Gardens and streamline communications with contractors for greater productivity and cost-efficiency. Also in the pipeline is a new centralised facilities Command Centre. Besides bringing together the Gardens' various system controls, the Command Centre will facilitate the Gardens' efforts to extend the use of technology across even more aspects of work.

Meanwhile, the Gardens will sharpen its focus on Smart systems to leverage technology and processes to improve operational efficiency on its journey towards becoming a Smart Garden of the future. Towards this end, several initiatives are in the pipeline. Among these are plans to install Smart bins and lamp posts to optimise manpower deployment and enhance maintenance productivity; as well as a car park revamp, which will tap on license plate recognition technology and explore the integration of the car park system with the Gardens by the Bay mobile app to enhance visitor experience.











# KINDLING CONNECTIONS



# KINDLING CONNECTIONS

As a People's Garden, the community gives meaning to the work that is done at Gardens by the Bay. In a time when most visitors were unable to make a trip to the Gardens in person, Gardens by the Bay continued efforts to engage sponsors, volunteers and community partners through various online and on-site initiatives.



## EMBRACING VOLUNTEERS AND FRIENDS

The Gardens' volunteers and *Friends of the Gardens* community are important parts of the Gardens by the Bay family, and continue to contribute in significant ways towards the organisation's success.

Against the backdrop of the pandemic, the Gardens intensified volunteer outreach through several new engagement initiatives. With physical meetings halted during the Circuit Breaker period, the Gardens leveraged its regular volunteer e-zine, *GB Connects*, to engage volunteers. The year saw the e-zine's content enriched with articles and posts contributed by volunteers, keeping volunteers connected with one another and updated on recent happenings at the Gardens. Volunteers also benefitted from a series of new digital workshops in the year. Covering interesting topics like online storytelling, these workshops hope to nurture diverse interests in volunteers and equip them with useful skills to thrive in the new normal.

Meanwhile, lantern painting sessions for volunteers ahead of *Mid-Autumn Festival* were shifted off-site, with the required materials sent to volunteers' homes instead. This enabled the volunteers to continue supporting the *Mid-Autumn Festival's* community lantern displays safely.



Some of the beautiful lanterns created by the Gardens' volunteers. The change in format prompted the volunteers to exercise their creativity as they went about decorating the lanterns, resulting in the use of a variety of materials and the creation of interesting, unique pieces.





Gardens by the Bay staff at a training session conducted by the Memberships & Volunteers team in preparation for conducting the telephone surveys with members.



Filming in progress: the first *Gift of Gardens* virtual tour conducted in August 2020 by the Gardens' staff and volunteers brought over 40 beneficiaries, caregivers and volunteers from Aphasia Singapore to the Flower Dome.

Volunteering opportunities were expanded in the year as well to augment the Gardens' offerings and strengthen volunteer engagement. This saw the addition of new volunteer roles such as facilitators and hosts for virtual tours and workshops to support the *Gift of Gardens* online initiatives.

Several enhancements were also made in the year to improve experience for *Friends of the Gardens* members. In ensuring members' well-being, physical membership cards, parking coupons and vouchers were made available in new digital formats to facilitate a safe, contactless experience. Personalised membership e-cards, redemption of parking e-coupons and e-vouchers, as well as ticket and visiting time slot booking functions were also integrated into the Gardens by the Bay mobile app, providing members with convenient, one-stop access to everything they need for a trip to the Gardens. Meanwhile, telephone surveys were conducted in the year to gather members' feedback and suggestions on the Gardens' online initiatives as part of continual efforts to better members' experience.

Beyond engaging existing members, a series of attractive promotions was launched in the year to grow the Gardens' membership base. Notably, a promotion introduced in conjunction with the *Sakura Featuring Hello Kitty* floral display saw the healthy uptake and renewal of over 20,000 memberships.

## GIFT OF GARDENS

Like many of the Gardens' programmes and events, *Gift of Gardens*' offerings were moved online to enlarge their reach without compromising the safety of beneficiaries. FY 2020 saw the roll out of virtual workshops and tours for the *Gift of Gardens* community, which enabled the Gardens to reach out to more people, including those who may not be able to make a trip to the Gardens in person. The year also saw the cooled conservatories welcome first-time visitors from several Social Service Organisations, including Halogen Foundation Singapore and Aphasia Singapore.

In providing another avenue for the community to support this meaningful initiative, the year saw the successful launch of Gardens by the Bay's Giving.sg site, which allows the public to contribute directly towards *Gift of Gardens* with a click.

A heartwarming video spotlighting the Gardens' community partners and *Gift of Gardens* was published in a Facebook post on 10 December 2020 to raise awareness of the Gardens' Giving.sg site.





# CELEBRATING THE GARDENS' PARTNERS

The Gardens is grateful to the stoic support of its partners in the year, who continue to appreciate and affirm the inherent value that gardens bring to people amidst a challenging time. Their generous contributions have gone a long way in augmenting the Gardens' offerings and facilitating its maintenance for the enjoyment of all.

FY 2020 saw *Gift of Gardens* receive \$250,000 from Mrs Lucy Yeo and Bloomberg – the largest donation to the outreach programme to-date since its inception. Marking this milestone was a cheque presentation ceremony on 15 January 2021, graced by the presence of President Halimah Yacob, who also toured the *Dahlia Dreams* floral display with guests as well as beneficiaries from Concern and Care Society, Humanitarian Organisation for Migration Economics, and Touch Community Services. Meanwhile, contributions from the Tote Board, the Gardens' former Board Director Mrs Mildred Tan, as well as new donors Ms Alyce Chong and Mr & Mrs William Tok gave *Gift of Gardens* a further boost in the year.



President Halimah Yacob (third from right), who is also the Patron of *Gift of Gardens*, received the cheque from Ms Vandna Ramchandani, Regional Head of Corporate Philanthropy Asia Pacific, Bloomberg (second from left) and Mrs Lucy Yeo (second from right) on behalf of the Gardens on 15 January 2021.

Readily coming forward to support and underwrite the Pocket Gardens Surprise displays, both in cash and in-kind, was existing donor Mr John Lo as well as first-time sponsors like Ms Catherine Tan, Mr Amit Goel, Toh Garden, O2Plants Pte Ltd, Events Partners Pte Ltd and Ms Quek Kiat Sing. Received at the start of the Circuit Breaker period, their collective support enabled Gardens by the Bay to boldly realise this essential series of displays without worrying about costs. Meanwhile, the *Poinsettia Wishes* floral display was enlivened by 19 real Christmas trees sponsored by O2Plants Pte Ltd.

As part of partner engagement efforts, staff from O2Plants Pte Ltd were invited on a tour of the "A Bit of England" Pocket Garden Surprise display in November 2020, hosted by the Gardens' staff.



The Tote Board lent their support to *Christmas Wonderland* for the very first time, bringing this highly anticipated yuletide event to the Gardens once again in 2020.

In further supporting the Gardens' offerings, the Tote Board generously upped their co-funding of several community programs in the year, including the popular *Mid-Autumn Festival*. Also contributing to the success of *Mid-Autumn Festival* was first-time donor China Life Insurance (Singapore) Pte. Ltd., who sponsored the stately Apricot Grove lantern set that adorned the Golden Garden.





Likewise, the Gardens' permanent displays continued to benefit from the support of partners. The year saw Audemars Piguet (Singapore) Pte Ltd renew their sponsorship of the Floral Clock, contributing towards its seasonally-changing floral palette and mechanical maintenance. Gardens by the Bay's sculpture collection was also enriched with the generous donation of *Kei-Chan* by an avid supporter of the Gardens, Ms Lee Tuan. Displayed permanently at the Flower Dome, this delightful, larger-than-life piece is the work of famed Japanese contemporary artist Yayoi Kusama.



*Kei-Chan* was unveiled on 1 March 2021 by (from left) Japanese Ambassador to Singapore H.E. Jun Yamazaki, Ms Lee Tuan, Ambassador-at-Large Professor Tommy Koh and Gardens by the Bay Chairman Mr Niam Chiang Meng.

Meanwhile, several individuals and organisations lent their support to the general operations of the Gardens. These include the Gardens' Board Directors Mrs Koh Juat Jong and Mr Tan Jiew Hoe, former Board Director Ms Ruth Yeoh as well as corporate donors Golden Holdings (Private) Limited and Kikkoman (S) Pte Ltd. The year also saw Devarch Pte. Ltd. underwrite the cost of setting up an LED screen for the National Anthem Moment observance at Gardens by the Bay, and Bloomberg donating to the Gardens to match the volunteering efforts of its employees, Ms Diksha Gera and Mr Derek Wallbank, as part of its 'Dollars for your Hours' programme.

In FY 2020/21, the Gardens secured over \$3 million in cash and in-kind. Gardens by the Bay is grateful for the stalwart support of its sponsors and donors, which continues to enable and further its efforts in nurturing a world of gardens for the enjoyment of all.



The avatars developed in-house for the "Garden Heroes at Work" series: Liza the Landscape Designer, Hidayat the Horticulturist, Eric the Engineer and Vernon the Visitor Information Manager.

## ENGAGING SCHOOLS

The Gardens continued to engage schools, teachers and students through a variety of initiatives in the year.

Two series of virtual workshops for schools, *Dig Deep* and *Budding Growers*, were launched in the year. The former catered to preschoolers and lower primary students, while the latter was tailored to an upper primary and secondary audience. Workshop kits comprising the required materials were prepared and delivered in advance to schools to complement and complete the experience. Eight virtual workshops were conducted in the FY, reaching close to 230 participants.

Also introduced in the year were two preschool virtual tours, *Chew on This* and *Cloud Forest Explorer*, which brought participants to the Flower Dome and Cloud Forest respectively. These tours consist of pre-recorded video segments, a live teaching session conducted by the Gardens, as well as a Q&A segment. 25 pre-school virtual tours were conducted in the year and attended by over 1,300.

Meanwhile, the new "Garden Heroes at Work" online engagement series was developed to provide primary and secondary schools with an additional resource to complement home-based learning during the Circuit Breaker period. The series features four avatars modelled after various Gardens by the Bay staff, who bring students on virtual learning journeys to the Gardens through the use of activity sheets and short videos.

Efforts to engage educators continued with three Virtual Teacher Engagement sessions in the year, which gave teachers insights to ways of using the Gardens' online resources to bring the wonder of nature to students.



# PUBLIC OUTREACH AND ENGAGEMENT

With many visitors unable to visit the Gardens in person, the Gardens took its community outreach initiatives online with the roll-out of virtual workshops for the public.

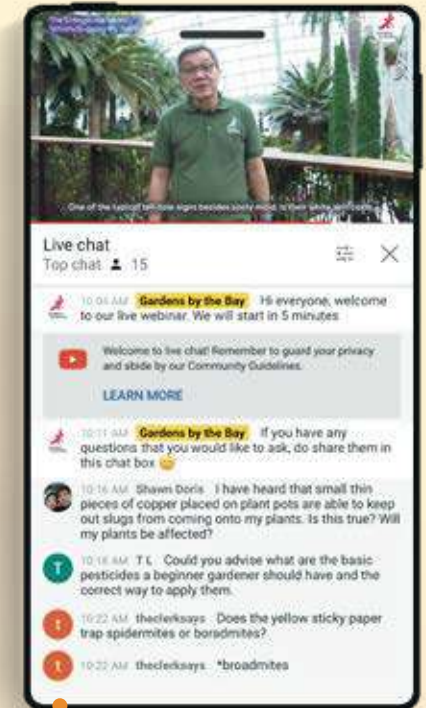
In encouraging a deeper appreciation of gardens and plants, three public virtual workshops series – *Colours in Bloom*, focusing on botanical arts & craft and floral arrangement; *Grow with the Gardens*, a gardening and horticultural series; as well as *Eco Explorers!*, a plant-themed series for children – were conducted from August to December 2020. With the relaxation of safe management regulations in October 2020, some workshops were also conducted on-site. 16 workshops helmed by the Gardens' staff were conducted in the year, with close to 250 participants.

The year also saw the Gardens extending its public education and outreach efforts to corporations. Four virtual workshops were organised in FY 2020 for corporate groups, featuring interesting topics such as houseplant propagation, the art of floral arrangement, as well as guided craft sessions which saw participants create their own macrame planter basket. Notably, 75% of the public workshops conducted in FY 2020 were fully subscribed.

Another new initiative in the year was the free Enthusiasts Webinar series, which kicked off in August 2020. A collaborative effort by the Gardens' Education team and Research & Horticulture department, this series of informative webinars offered gardeners practical tips on how to care for their plants.

Conducted via ZOOM and hosted on YouTube Live, the webinar recordings were subsequently uploaded to the Gardens' YouTube channel to benefit a wider audience. Four webinars were conducted in the year, which have since seen viewership of over 320.

In extending its reach beyond local borders, the Gardens collaborated with Airbnb on a series of virtual tours to engage overseas visitors amidst global travel restrictions. The tours were well-received, with five tours conducted between November 2020 and January 2021.



Conducted by Gardens by the Bay's Integrated Pest Management Specialist Ong Keng Ho, "What's Bugging My Plants?" was live-streamed on the Gardens' YouTube channel on 12 December 2020, and consisted of a pre-recorded segment as well as a live Q&A session.



A behind-the-scenes look at filming for the Enthusiasts Webinar series.



The first tour conducted in hand with Airbnb, entitled "A Mountain Under Glass" and hosted by Chad Davis from Horticultural Operations, brought participants to the Cloud Forest, where they learnt about the key plant collections found there.





Conducted in Chinese by Acting Senior Director of Horticultural Operations Gary Chua, the tour conducted for seniors at Care Corner brought participants virtually to the Flower Dome.

## GIVING BACK TO THE COMMUNITY

In July 2020, the Gardens collaborated with OCBC on a live virtual tour to bring some familiarity and joy to the seniors at Care Corner through nature and flora during this difficult period.

In extending the use of plants and bringing cheer to the community, over 100 pots of orchids used in the “A Tale of Orchids” Pocket Gardens Surprise display were gifted and delivered to community partners in September 2020.



The staff of Bright Hill Evergreen Home pose for a picture with their newly-adopted orchids. Handpicked by the Horticultural Operations team, these plants were easy to care for and have the potential to bloom again. Image credit: Bright Hill Evergreen Home

## LOOKING AHEAD

The Gardens Ambassadors Programme is slated to resume in FY 2021, if there is further relaxation of the various Safe Management Measures. This will see the Gardens partner schools in training some 200 students to facilitate public tours and support the preparation of plants for display in the Gardens. An established post-exam programme for primary and secondary schools, *Race to Sustainability!* will return in a hybrid format in 2021, offering virtual and on-site components for a complete experience.

Besides the continuation of the well-received *Colours in Bloom* and *Grow with the Gardens* series as well as *Get Crafty!* sessions in the coming year, new hybrid public workshops are also being explored to further the Gardens’ outreach efforts in the new normal environment.

Additionally, the Gardens is looking at conducting monthly virtual tours for *Gift of Gardens* beneficiaries, and will continue to recruit and equip volunteers to support this initiative when it is safe to do so.



# SPONSORS AND DONORS LIST

AS OF 31 MARCH 2021

## PLATINUM SPONSORS

Tote Board  
Far East Organization

## GOLD SPONSORS

OCBC Bank  
Mr and Mrs Putra Masagung

## SILVER SPONSORS

Changi Airport Group (Singapore) Pte Ltd  
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CPG Corporation Pte Ltd  
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Dr Tan Wee Khin  
UOL Group Limited  
Golden Holdings Pte Ltd  
Mr John Lo  
Mr Paul Quek  
Sony Singapore  
HSBC  
Lady Yuen-Peng McNeice  
Mdm Go Ai Ching



# SPONSORS AND DONORS LIST

AS OF 31 MARCH 2021

## SUPPORTERS

Picture Perfect Productions Pte Ltd  
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T T J Holdings Limited  
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Asian Civilisations Museum  
Mr Franz Strigl  
Dr Juanita Fu  
Mr Loh Boon Huar  
SP Group  
Woon Leng Nursery Pte Ltd



# COMMUNITY PARTNER FEATURES

## Volunteers

“ The virtual tours as part of the *Gift of Gardens* community outreach programme is a good example of how we can innovate during a crisis time like this. I feel great having the opportunity to do something new and to bring our Gardens to those who are unable to visit. ”

**Sumith Madampath Sreechithra**

Volunteering with the Gardens since April 2017

*Sumith is an active Garden Chaperon, and has led numerous onsite tours in the Flower Dome, including the ASK Me! Tours for members of the public, tours for Friends of the Gardens members and most recently, virtual tours as part of Gift of Gardens.*

“ Writing articles on our Gardens by the Bay volunteers and staff was a great privilege, and I appreciated the chance to learn about their different roles at the Gardens, and how they were making a difference at the Gardens and in other volunteers' lives. I'm hopeful that those glimpses into the work behind the scenes at Gardens by the Bay helped to bring the Gardens to our volunteers at home - just like how our volunteers' virtual tours bring the Flower Dome to beneficiaries. ”

Best of all, the articles would have expounded on opportunities our volunteers could look forward to once the Gardens reinstates volunteering activities, and given them the chance to get to know some of these folks before meeting in person! Overall, it was one of the best volunteering opportunities I've been lucky enough to take on at Gardens by the Bay. ”

**Charmaine Tan**

Volunteering with the Gardens since November 2012

*As the main writer of the volunteers' Editorial Team, Charmaine contributes articles to the Gardens' volunteers newsletter, GB Connects, including many interviews with the Gardens' staff and volunteers.*



## Gift of Gardens Beneficiary

“ It was an unique experience for the participants, especially for the long-stay ward residents at the Homes, who may not have the opportunity or resources to visit the Gardens. Thank you (staff and volunteers from Gardens by the Bay) for the educational tour of the Flower Dome. Thank you for planning, rehearsing the outing... It's a new pilot experience and thank you for... bringing it to the people who need it most. ”

**Mr Yong Kwon Seng**

Volunteer Coordinator, Institute of Mental Health (IMH)

*Beneficiaries from IMH took part in a virtual tour of the Flower Dome on 12 September 2020 as part of Gift of Gardens.*



## Friends of the Gardens Members

“ My family has always enjoyed Gardens by the Bay and I have been renewing the membership for many years. Thanks to all the staff of Gardens by the Bay for providing a wonderful visitor experience and excellent services since the first day I have joined the membership. Keep up the good job! ”

**Chin Chin**

*Friends of the Gardens (Adult) member*

“ Kudos to all your staff at the entrance of the Flower Dome, for their patience and courtesy. It was a pleasant and soothing experience while visiting the Flower Dome today. Thank you for the privilege extended to Friends of the Gardens and for ensuring visitors are kept safe. ”

**Peter Gerber**

*Friends of the Gardens (Senior) member*



“ Thank you VERY much for your detailed response and answering all of my questions. Our family really appreciates it as we try to take advantage of visiting Gardens by the Bay more as COVID-19 circumstances continue to improve and more parts of Singapore continue to open. Thanks again from our family – and best wishes to you, family, and friends to continue in good health and prosperity during these difficult times. ”

**Rogelio Fiorenzano**

*Friends of the Gardens (Family Plus) member*









# IGNITING OUR TEAM



# IGNITING OUR TEAM

Staff strength  
(as of 31 March 2021):

**364**

Staff average  
training hours:

**131.5**  
hours

Against the backdrop of a difficult year rife with uncertainties, Gardens by the Bay's adaptable and passionate team remained a stoic constant.

The year saw everyone across rank and file rally together and contribute in various capacities to overcome challenges brought about by the pandemic. Some boldly took on all-new roles to meet the needs of the organisation and society at large, as others went the extra mile in supporting one another and contributing more with limited resources. At the same time, the Gardens took care of staff's development and training needs by introducing structured training initiatives as part of holistic efforts to upskill its human capital.



## SUPPORTING THE NATION'S FIGHT AGAINST COVID-19

The year saw some 25% of the Gardens' workforce actively involved in national efforts to manage and contain the spread of COVID-19.

Over 70 staff volunteers were deployed to national agencies, where they supported the planning and execution of Government Quarantine Facilities and took up the mantle of Safe Distancing Ambassadors in public areas around Singapore. Another contingent of 30 staff also supported the operations of and cared for migrant workers at the Tuas South Community Care Facility (CCF).



In meeting the nation's needs, staff volunteered to take up the role of Safe Distancing Ambassadors in public areas around Singapore.

Gardens by the Bay staff at work at the Tuas South CCF.



CEO Felix Loh with Team Gardens by the Bay at the Tuas South CCF.



# RETAINING AND FUTURE-PROOFING STAFF

The Gardens strove to maintain a strong Singaporean core for its workforce, as well as retain as many staff as possible during these challenging times. In nurturing a robust, adroit and multi-skilled team that is able to confidently navigate new roles in an evolving operating environment, the Gardens established the Central Pool scheme and ACE (Agility Competence Excellence) training scheme to facilitate cross-functional staff development and deployment. These initiatives future-proof employees by enhancing their employability within and beyond Gardens by the Bay.

The year saw several staff proactively taking on new and expanded scopes of work beyond their primary function in the face of changing workplace demands. To support staff as they transition to new roles, an internal staff re-deployment initiative commenced in the year to re-skill and multi-skill employees for greater competency and agility. The year saw 14 staff undergoing specialised training and certification courses to take on new roles in the Horticultural Operations and Security departments. Notably, many of these staff stepped up to the challenge of undertaking vastly different jobs at the twilight of their career, and are today fully competent professionals in their new fields of work.



NTUC Secretary-General Mr Ng Chee Meng interacting with Gardens by the Bay staff Peter Kumar during his visit to the Gardens. Previously from the Gardens' Attractions Operations team, Peter is one of several staff who had pivoted to a new role as part of the Horticultural Operations team in the year.



The Gardens' trial in growing a vegetable garden in the year also provided an opportunity to support staff's transition to and build their confidence in undertaking new horticulture-related roles.

Concurrently, other staff readily took on expanded portfolios that included roles that were previously outsourced as part of the organisation's collective efforts to tide over this difficult period. Meanwhile, the Gardens' corporate staff doubled up as Safe Distancing Ambassadors to support frontline operations over the weekends and on public holidays.

Gardens by the Bay also took the opportunity to onboard staff on an organisation-wide training programme during the Circuit Breaker period, which saw the Gardens' attractions closed to the public for the first time since its inception. A series of 13 e-learning courses were swiftly developed in-house by cross-functional teams and rolled out to staff virtually. They covered a range of interesting topics relevant to the Gardens including plant knowledge, a holistic understanding of what sustainability means and why it matters, as well as useful IT and software skills. Wrapping up this company-wide learning initiative was a Change Management module that encouraged collective reflection and ideation on ways in which the Gardens can channel its energies to flourish in the new normal.



Staff who took up all-new roles as security officers in the year underwent training as part of the ACE scheme.



Corporate staff taking on the roles of Safe Distancing Ambassadors during peak periods.



# PRIORITISING STAFF WELL-BEING

Aside from investing in staff development and productivity, Gardens by the Bay remained committed to ensuring employees' safety, welfare and mental wellness amidst this exceptionally trying time.

The year saw the formation of the Gardens' Safe Management Committee. Besides establishing and implementing a comprehensive suite of Safe Management Measures in the Gardens, the committee also facilitated the distribution of staff care packs, organisation of a virtual talk on stress management for employees, as well as the setting up and extension of a 24-hour helpline manned by professional counsellors to all staff.



A Safe Management Committee member conducting an inspection at one of the F&B outlets at the Gardens to ensure compliance with SMMS.

As the majority of staff switched to working from home in light of safety, efforts to keep staff engaged were intensified. Besides the quarterly CEO Dialogue Sessions which were moved online in the year, staff also received the weekly *Baywatch Lite* e-newsletter as well as regular email updates from Management to keep them connected to recent happenings in and upcoming plans for the Gardens.

Initiatives to acknowledge and recognise staff's valuable contributions continued in the year. FY 2020 saw Gardens by the Bay's participation in the Appreciating U campaign, an initiative by NTUC's U Care Centre (UCC) to recognise and show appreciation to essential service workers. Staff who had provided outstanding service were also honoured in a series of internal staff appreciation events conducted throughout the year.

A testament to the team's efforts to foster a conducive workplace as an employer of choice, Gardens by the Bay was listed in the second edition of Singapore's Best Employers 2021, a comprehensive survey jointly conducted by The Straits Times and global research company Statista, ranking 158th out of 200 most attractive employers in Singapore.



The Gardens' Management presented appreciation cards and herbal tea to frontline and on-site operations staff on 16 and 17 July 2020 as part of the Appreciating U campaign.



# BUILDING RESILIENCE AND POSITIONING THE GARDENS FOR GROWTH

The COVID-19 pandemic has brought global travel and tourism to a standstill. With prolonged border closure and social distancing measures in place, Gardens by the Bay's resilience was put to the test. Responding swiftly to the changing environment, the Gardens embarked on various initiatives to stay relevant and ensure long-term resilience within the industry. The year saw the Gardens restructure and review its business processes and systems with the aim of reducing costs and conserving resources. At the same time, the organisation enhanced existing products and developed new ones to continue engaging and expanding its customer base. The Gardens also shifted its on-site offerings on several fronts – from retail to education and outreach – online, bringing its products and services to customers' homes as it extended its expertise in landscape design and horticulture to external parties.

Amidst the uncertain economic and labour market outlook, Gardens by the Bay turned its focus to ways of re-strategising its business, taking a long-term assessment of the organisation's manpower needs to strengthen resilience and better position itself for recovery and future growth. Together with AREU, Gardens by the Bay embarked on an Operation and Technology Roadmap to chart its milestones in the next five years, with an eye on technology and innovation as means to drive its business, enhance operational efficiencies and create higher-value roles for staff as part of its Smart Garden vision.

A positive shift in mindset and attitudes is important in succeeding in the post-COVID-19 world. With this in mind, GB ROCKS – an acronym that summarises key qualities that will help the Gardens by the Bay officer excel in the new normal in a succinct, easy-to-remember way – was introduced. Complementing this initiative was a series of bite-sized, engaging comic strips featuring the Gardens' Plantkeeper characters demonstrating examples of these five qualities – Resourceful & Innovative, Open-minded & Agile, Collaborative, Knowledge-based and Sustainability-driven – in action, which was shared with staff via email.



One of the comic strips illustrating the GB ROCKS attributes in action, which was disseminated to staff.



## LOOKING AHEAD

Following staff's positive reception of the various staff re-skilling and upskilling initiatives rolled out in the year, FY 2021 will see more opportunities for cross-functional learning made available to all employees. In hand with efforts to empower staff through enhancing capabilities and productivity, the Gardens will also scale up efforts in staff engagement and onboarding to align employees with the organisation's upcoming endeavours.



# STAFF FEATURES

“ I’ve been privileged to have the chance to return to my first love of working directly with plants at Gardens by the Bay in the last seven years or so. It’s a real joy to go back to my roots and do what I’m trained for! With plants, things are not always that precise or formulaic. I find the learning process fun and enjoyable, even to this day!

I’m also heartened to meet people who are eager to learn, receptive to new ideas and willing to change in the course of my work here at Gardens by the Bay. This is especially true of our younger officers. Many young people don’t like bugs and getting their hands dirty, so I’m quite pleasantly surprised to find a lot of young Singaporeans in the gardening industry. I think we’re making good inroads to having more green fingers among our youth, and I look forward to seeing more people getting interested in bugs!

**Ong Keng Ho**  
Principal Specialist, Integrated Pest Management



“ My stint at the Ministry of National Development (MND) had been nothing short of a roller coaster ride! As part of the Foreign Manpower Subgroup, I was the point of liaison between the inter-agency task force and the managers at the various Government Quarantine Facilities (GQFs). My duties also included helping to coordinate swab tests for the foreign workers, as well as facilitating the workers’ movement at the GQFs.

It has been challenging managing the expectations of the task force and the GQF personnel, which are two very different groups. Furthermore, addressing the diverse issues faced by the foreign workers under quarantine proved to be an arduous task. Many workers struggle with loneliness and melancholy, so we tried to put ourselves in their shoes and did our best to make their stay at the GQF a comfortable one.

At the end of the day, I find the experience to be a very rewarding one, particularly when we see the foreign workers depart from the quarantine facilities smiling and healthy!

**Pavittar Kaur**  
Associate, Protocol

*Pavittar is one of the Gardens’ staff who was seconded to MND in 2020 to support the operations of the GQFs as part of the nation’s fight against COVID-19.*





Once I got to know about the chance to volunteer for the Community Care Facility (CCF), I did not hesitate to put my hand up. I have spent more than 10 years in Singapore and so far, I have been treated very well by everyone. This way, I can do my part to give back and help fight the virus too.

I have no regrets being there, and we were treated very well at the CCF. Despite having different backgrounds, everyone all looked the same in our Personal Protective Equipment (PPE) and we looked after each other. Safety was the utmost priority. Regardless of whether you were the Head Doctor or janitor, we all had each other's backs when it came to donning and doffing. It's a great team spirit, and I am proud to be part of this team.



**Daniel Tiator**

Senior Assistant Director, Attractions Operations

*Daniel volunteered to support the operations of the Tuas South CCF in 2020.*



As a Security Assistant, I patrolled the Gardens and manned the security guard post, ensuring only authorised personnel were admitted and that they did SafeEntry check-in and check-out. Other responsibilities included checking that certain gates, doors and premises were locked at night, keeping an eye over our CCTV system and responding to situations on the ground accordingly.

My redeployment gave me a fresh perspective of the Gardens. We had to patrol the garden grounds at night and in the early hours of the morning. It was quite an experience to be in almost complete darkness at some parts of the Gardens – I've never seen this side of our Gardens before!

On the night of 18 June 2020, in preparation of the nation's entry to Phase 2, the team removed the red and white safety tapes used to cordon off parts of the Gardens. Meanwhile, benches and seating areas in the Gardens needed to be appropriately taped to ensure social distancing. We were faced with two challenges: limited visibility at night and the rain. We used flashlights to help us navigate remote parts of the Gardens while carrying out our tasks in the rain. I was heartened to see our colleagues' positivity during this period! All have the #GBunited mentality, supporting one another in whatever ways we could. This gives me confidence that we will overcome this storm and emerge stronger collectively with good stories to share in the future.



**Mervyn Lau**

Assistant Director, Attractions Operations

*Mervyn was redeployed and took on a new role as a Security Assistant to meet the needs of the organisation during the Circuit Breaker period.*



Mervyn (front) on duty at one of the security guard posts in the Gardens





As much as possible, we try to do next-day delivery so that customers can receive their items promptly. To protect both ourselves and the customers, we always put on a face mask and gloves when we're out for deliveries. We also make it a point to put on our Gardens by the Bay polo shirt, so that the customer can easily identify us. Upon arrival at the location, we will knock on the door or call the customer to inform them that their order is ready for collection, before leaving the items at their doorstep for a contactless delivery procedure.

Some days, it's a mad race against time to make sure that all the deliveries are fulfilled. When we just started the eShop, we averaged about five orders a day. That number had steadily grown and skyrocketed over the Mother's Day weekend – we received about 200 orders on Mother's Day alone! Colleagues from other departments chipped in to help when we were overwhelmed with orders, including many who mobilised their personal vehicles. This really demonstrates the Gardens by the Bay spirit in action – kudos to them!

Initially, matching the right plant with the right order was quite challenging for some of us, especially for orchids which have many similar-looking cultivars, and when there were many orders awaiting delivery. Our CEO was on site with us for a few days, and lent his horticulturist's eye to help us identify and locate the different plants. He also put in place a system to organise the plants to facilitate easy identification and pick-up.

It's been very rewarding seeing the good in many Singaporeans during this difficult period. There have been many people who are very appreciative of our efforts. They offered us drinks and even gave us masks that they sewed themselves!



**Edwin Ong**  
Senior Technical Specialist,  
Estate Management

**Tho Loong Wei**  
Assistant Director,  
Estate Management

*Edwin and Loong Wei are among a small team who helped to deliver purchases from the Gardens' eShop during the Circuit Breaker period in addition to their regular job scope.*



Edwin making a delivery



Loong Wei loading items onto the vehicle in preparation for the delivery of orders.





“ While Ying Er and I have worked on a few editions of *Mid-Autumn Festival* before, the arrival of COVID-19 meant that we had to constantly adapt to new ways of working and relook ways of navigating familiar processes.

For example in July 2020, in compliance with government advisories to keep on-site groups to no more than five people, we had to conduct a site recce via video conferencing for the first time, with our colleague Jun using her phone to do live-streaming for us from the Gardens together with the vendors and their technicians! ”

**Yip Ching Lok**  
Assistant Director, Design

“ It has been an especially challenging year for *Mid-Autumn Festival*. We started planning for the festival since October 2019, but had to shelve most of our original plans, reduce the event’s scale, and constantly revise our plans in line with the evolving COVID-19 situation to ensure visitors’ safety.

Despite these challenges, I’m extremely grateful for all the support from our colleagues, especially with quite a number of aspects that were done in-house this year for both the on-site displays and the virtual programmes. The festival would not have been possible without everyone’s help! ”

**Teo Ying Er**  
Assistant Director, Festivals & Events  
*As Mid-Autumn Festival 2020’s Project Lead, Ying Er managed the festival’s overall budgeting, coordination and execution; while Ching Lok contributed towards the event’s overall conceptualisation and design.*

Ching Lok (left) and Ying Er pose for a picture against the beautiful Apricot Grove lantern set at *Mid Autumn Festival 2020*









# SPOTLIGHTING THE GARDENS



# SPOTLIGHTING THE GARDENS

Communications took on an added significance as Gardens by the Bay sought new ways to bridge physical distances and bring the wonder of plants to visitors safely amidst the pandemic. The year saw the Gardens continuing efforts in media engagement, marketing and publications to expand its reach, capture mindshare and further establish itself as a world-class horticultural attraction of choice.



Minister for Finance Lawrence Wong interacting with medical staff from NUH at the preview of the Cloud Forest on 1 August 2020, ahead of the conservatory's reopening on 6 August 2020. By way of paying tribute to the hard work of nurses amidst the pandemic, the Gardens offered all practising nurses in Singapore complimentary entry to the cooled conservatories for the entire month of August 2020.

## MEDIA HIGHLIGHTS

Gardens by the Bay presented exciting, inclusive programmes and fresh offerings that received extensive local and international media coverage through the year. In all, media coverage in FY 2020 amounted to over \$42 million in PR value.

### Reopening Safely

Following the Circuit Breaker, the Gardens' reopening of its attractions in a gradual, calibrated manner was picked up by various local media.

The Flower Dome's reopening was widely reported across local media outlets, with the new floral display and edible garden headlined by blooms grown in-house highlighted in a cover story by The Straits Times. Accompanied by the announcement of special promotions for nurses and the public, the reopening of the Cloud Forest similarly received extensive media coverage. In addition, The Straits Times and Lianhe Zaobao ran in-depth features on the "A Sculptor's Secret Garden" exhibition in the Cloud Forest, anchored by an exclusive interview with the sculptor, Mr Lee Kuang-Yu. Taiwan's Central News Agency and Yahoo News Taiwan covered the exhibition as well.

News about the Garden Rhapsody returning in an all-new format, in conjunction with the OCBC Skyway's reopening, was carried by media such as Xinhua News Agency and South China Morning Post. The safe reopening of Floral Fantasy and Supertree Observatory was highlighted in several news and lifestyle media outlets as well.



## Highlighting the Gardens' Offerings

The Gardens' floral displays consistently receive extensive media coverage across various platforms, and this year was no different. *Poinsettia Wishes*' launch was widely covered by local media, with The Straits Times publishing an interview with H.E. Margriet Vonno, Ambassador of the Kingdom of the Netherlands to Singapore, who shared about her involvement in the display. *Dahlia Dreams* was featured extensively in The Straits Times, with the Life section running a story on the dahlias headlining the display, and a photograph of the lantern globe – the display's centrepiece – gracing the Big Picture page. Also making its way into local and Japanese-language media was the opening of *Sakura Featuring Hello Kitty*. Meanwhile, the Gardens' efforts in enhancing its floral displays through research was highlighted in an extensive science feature by The Straits Times, which reported the Gardens' success in coaxing Singapore's national flower, Vanda Miss Joaquim, to bloom in time for National Day.



Andrea Kee and Shawn Tay from the Research & Horticulture department interviewed for The Straits Times' science feature on encouraging Vanda Miss Joaquim to flower in time for National Day.



Lim Mei Leng from the Gardens' Research & Horticulture department was featured in a special segment as part of the Gardens by the Bay and Mediacorp National Day Concert 2020, which shone the spotlight on the personal stories of resilience of Singaporeans.

Also garnering media interest were the Gardens' signature programmes. The *Gardens by the Bay and Mediacorp National Day Concert*'s broadcast was widely reported, with the team's efforts in delivering the event amidst the pandemic commended by President Halimah Yacob in her doorstep interview. The official light-up of *Mid-Autumn Festival* was extensively carried across print, broadcast and online media; featured in some of these reports was the Gardens' Programming team, who elaborated on the efforts in keeping festival traditions alive with a mix of on-site and online offerings to bring cheer to the community in a safe way.



The lion dance troupe replica in *Dahlia Dreams* was featured on Deputy Prime Minister Heng Swee Keat's Facebook cover image. Image credit: DPM Heng Swee Keat (Facebook)





The opening of *Mid-Autumn Festival* was also highlighted in Minister for National Development Desmond Lee's Facebook page. Image credit: Minister Desmond Lee (Facebook)

Awareness of the Gardens' efforts to cultivate mindshare was amplified by media coverage. #StayHomeWithGB, an engagement initiative aimed at bringing nature to people virtually, garnered extensive media interest. Also coming under the media spotlight was *Dandelion*, an interactive installation to connect people virtually at a time when international borders were closed. Meanwhile, the largest donation to-date to the *Gift of Gardens* community outreach initiative from Bloomberg and Mrs Lucy Yeo, as well as the donation of Yayoi Kusama's *Kei-Chan* sculpture to the Gardens by Ms Lee Tuan were highlighted in various media.

## Spotlighting the Gardens' People

Gardens by the Bay pursued opportunities to showcase its team and the work that takes place behind the scenes. These efforts saw Janice Loh from Horticultural Operations profiled in "We Will Rise Again", a web series by Singapore Tourism Board which shone the spotlight on adaptable, resilient Singaporeans. Several operations and frontline staff were also featured in media, offering a glimpse of what was involved in maintaining the Gardens and its plant collection, and sharing their first-hand experience in supporting the operations of a COVID-19 community care facility. Meanwhile, the personal stories of resilience of two staff, Ganesh Ramasundram and Lim Mei Leng, were told in a special segment of the *Gardens by the Bay and Mediacorp National Day Concert*.

Gardens by the Bay's partnership with the Attractions, Resorts & Entertainment Union (AREU) on an Operation and Technology Roadmap drew significant media coverage. The Gardens' efforts and example in enhancing workers' employability was also commended by Lianhe Zaobao's editor in a separate article.

Also highlighted in the news were Gardens by the Bay's people initiatives. Andrea Kee from Research & Horticulture and Marziah Haji Omar from Horticultural Operations were profiled in feature stories by The Straits Times and Berita Harian respectively, which spotlighted mature workers and the Gardens' voluntary raising of the retirement age to 65 beyond the statutory requirement of 62.



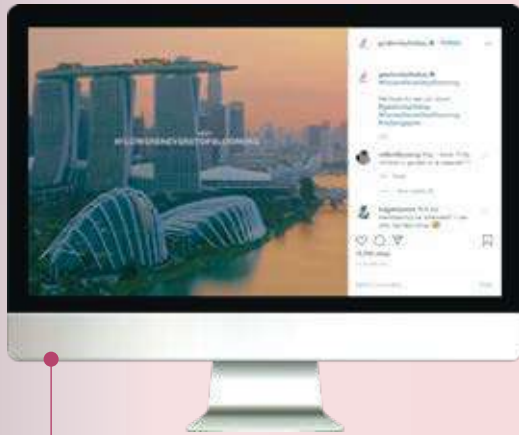
Developed by the Gardens to complement *Dahlia Dreams*, the free-to-download Ox-picious e-sticker pack for WhatsApp and Telegram was launched on 29 January 2021.

Janice Loh from Horticultural Operations featured in "We Will Rise Again". Image credit: We Will Rise Again (Facebook)





# STRENGTHENING BRAND PRESENCE & AWARENESS

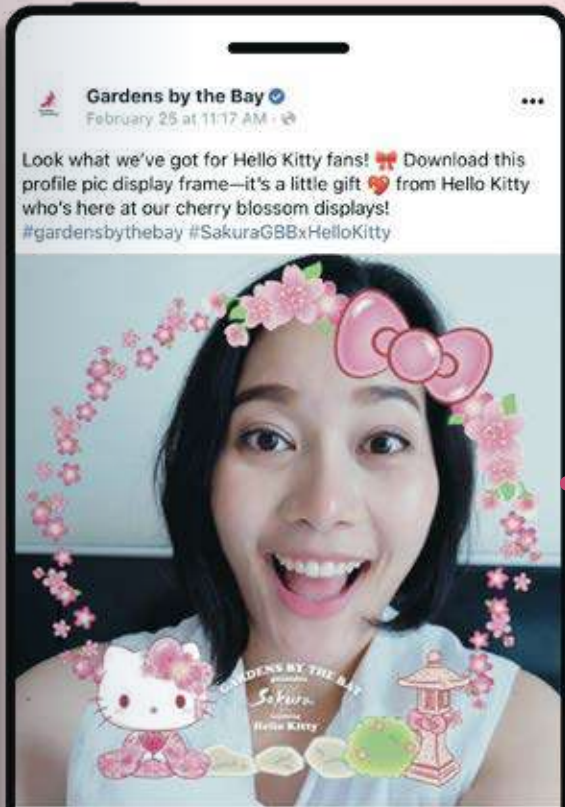


The *#FlowersNeverStopBlooming* video highlighted how the Gardens overcame challenges to continue caring for its plants, as well as how it looked forward to welcoming visitors again soon. Released in June 2020, this video has been viewed over 22,400 times to-date.

The Gardens continued to leverage creative marketing campaigns, collaborative partnerships and digital platforms to raise its profile, bolster its branding and enlarge its reach.

In line with government advisories encouraging the public to stay home, the Gardens ramped up its online offerings in the year to keep audiences engaged. Besides quality content created as part of *#StayHomeWithGB*, a slew of virtual initiatives was also introduced to keep people connected to the Gardens. These included a series of successful live plant sales and auctions, themed contests accompanying displays or events in the Gardens, as well as the introduction of new e-sticker packs and virtual filters developed in-house.

The Gardens also tapped on social media's power to connect with audiences. Among the year's top performing social posts was a Facebook post featuring the sighting of a sun halo in the Gardens. This organic post reached over 1.38 million, saw close to 220,000 engagements, garnered more than 10,300 likes and has been shared close to 8,000 times, making it one of the Gardens' all-time top performing posts. Likewise, video content shared on the Gardens' social channels, such as the *#FlowersNeverStopBlooming* video released ahead of the Gardens' attractions' reopening after the Circuit Breaker, as well as "10 Wildflowers Every Singaporean Should Know", highlighting common wildflower species found in Gardens by the Bay, was well-received by the public as well. The year also saw Gardens by the Bay set-up its TikTok channel as part of efforts to reach a wider audience.

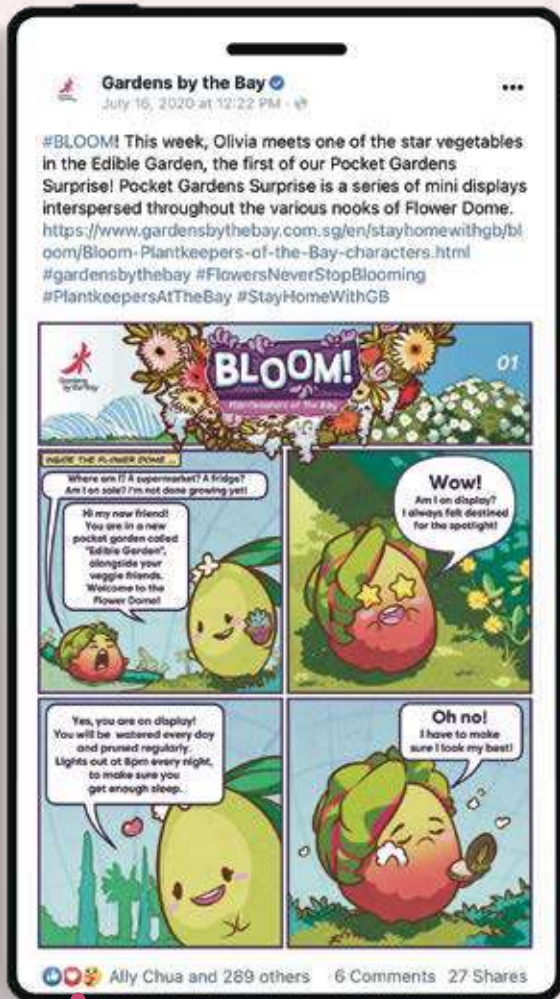


A profile picture display frame developed in conjunction with *Sakura Featuring Hello Kitty*.



The Gardens' post on the sighting of the sun halo from the Supertree Grove was reported in the media and reposted on Prime Minister Lee Hsien Loong's Facebook page. Image credit: PM Lee Hsien Loong (Facebook)





One of several comic strips featuring the Plantkeepers shared on the Gardens' social media channels.

June 2020 saw the birth of six Plantkeepers of the Bay characters, launched in conjunction with Gardens by the Bay's 8th anniversary. Conceptualised, designed and illustrated in-house, the Plantkeepers were the result of concerted efforts to create visually interesting content that appeals to people of all ages. They feature in prominent signage around the Gardens, as well as a series of engaging comic strips shared via the Gardens' social media channels.

## BROADENING REACH THROUGH COLLABORATIONS

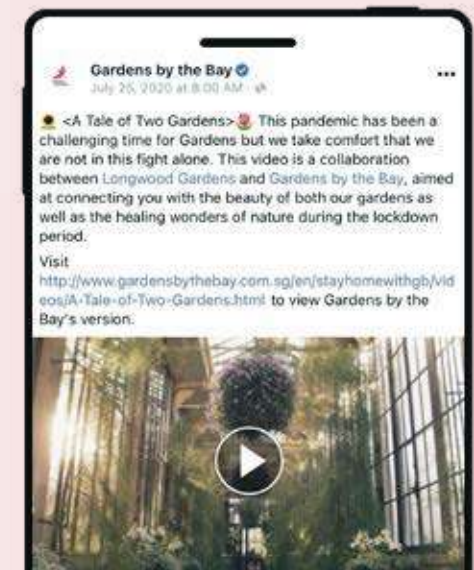
Amidst the challenges of the pandemic, Gardens by the Bay actively collaborated with partners and like-minded organisations to further its reach and encourage a deeper appreciation of gardens among the general public.

The Gardens' cross-border, virtual collaboration with Longwood Gardens in the USA saw the release of the "A Tale of Two Gardens" videos. Aimed at connecting audiences in different parts of the world as well as showcasing the beauty and resilience of gardens, two videos – one created by Longwood Gardens, and one by Gardens by the Bay – were co-shared concurrently on the two gardens' websites and social media platforms at 8am SGT on 25 July 2020.

In collaboration with Oh My Disney Asia, the Gardens launched a set of eight delightful virtual wallpapers in September 2020 featuring scenic views of Gardens by the Bay and Disney characters who made an appearance at the Gardens' past events. The virtual wallpapers were publicised on the Gardens' social media channels alongside event highlights from the 2019 edition of *Children's Festival*, as well as instructional videos featuring beloved characters like Winnie the Pooh which guided viewers through Disney-inspired, gardening-themed craft projects.



The Plantkeepers enlivened signage displayed around the Gardens, including signs bearing interesting plant information, as well as signs reminding visitors to observe Safe Management Measures.







## PUBLICATIONS

Publications remained another key avenue to raise the Gardens' profile as a horticultural attraction of excellence, as well as a means to facilitate internal communications.

The Research & Horticulture department contributed two articles to the Science of the Total Environment Journal in the year. The first, "Biochar industry to circular economy", which centred on the potential uses of biochar in Singapore as well as a proposed Singapore biochar standard, was published electronically in November 2020. "Gasification biochar from horticultural waste: An exemplar of the circular economy in Singapore", published in March 2021, spotlighted Gardens by the Bay as a case study for the exploration of a closed loop system for on-site biochar production as well as the utility of biochar as a partial peat replacement for horticultural crops and a concrete additive. Meanwhile, a paper entitled "Monitoring the Water Stress of an Indoor Living Wall System Using the "Triangle Method"", co-authored by Chad Davis from Horticultural Operations, was published in Sensors, a scientific journal, in June 2020.

The Gardens also contributed an article to Vol. 17, No. 2 of *Roots*, a public engagement publication by the Botanic Gardens Conservation International (BGCI). Entitled "#StayHomeWithGB: Bringing a piece of the Gardens to visitors virtually" and authored by Ong Yan Szu from Corporate Communications, this article touched on initiatives spearheaded by Gardens by the Bay to overcome challenges presented by the pandemic and continue bringing the wonder of plants to visitors.

To facilitate internal communications in a time where working from home was the default for many, Gardens by the Bay's quarterly staff magazine, *Baywatch*, was reformatted to a weekly e-newsletter in June 2020. Disseminated in a bite-sized, mobile-friendly format, *Baywatch Lite* kept staff updated regularly on happenings in the Gardens. Over 40 issues of *Baywatch Lite* were published in the year in review.

## LOOKING AHEAD

Come FY 2021, visitors can look forward to the launch of the revamped Gardens by the Bay website. Featuring a brand-new look, streamlined content as well as an enhanced user interface, the refreshed website will make for an improved and immersive user experience.

Meanwhile, the Gardens will continue efforts in engaging media, forging collaborations with key partners and leveraging digital media platforms to further augment its offerings on the communications front and connect meaningfully with its audience.









# CORPORATE GOVERNANCE



# CORPORATE GOVERNANCE

## Introduction

Gardens by the Bay (the "Company") was incorporated pursuant to the Companies Act (Cap 50) of Singapore on 11 November 2011 and is a public company limited by guarantee, governed by its Constitution.

Gardens by the Bay is committed to achieving high standards of governance, preserving integrity, transparency and commitment at all levels, underpinned by strong internal controls. Gardens by the Bay has put in place a corporate governance structure with comprehensive and clear lines of reporting, responsibility and accountability.

## Key Corporate Governance Initiatives

In addition to the application of good governance practices as a corporate entity, Gardens by the Bay has, as an Institution of Public Character ("IPC"), adopted best practices in key areas of governance closely aligned to the principles enunciated in the Code of Governance for Charities and Institutions of a Public Character (the "Code"). In line with the Charity Council's disclosure requirement that all IPCs are required to disclose the extent of their compliance with the Code of Governance, Gardens by the Bay's Governance Evaluation Checklist can be found at the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)).

Gardens by the Bay's whistle-blowing policy aims to provide an avenue for employees to raise concerns about possible improprieties and obstructive actions which they become aware of in the course of their work and to provide reassurance that they will be protected from reprisals for whistle-blowing in good faith and without malice. Incidents of wrongdoings can be reported to the Chairman of the Audit and Risk Committee, the Chief Executive Officer and his deputies or the Senior Director of Human Resource and Corporate Services.

## Board of Directors

Gardens by the Bay's Board of Directors is the highest governing body within Gardens by the Bay's governance framework. The Board comprises 13 Directors at the date of this report, and is chaired by Mr Niam Chiang Meng. All Board Directors are non-executive, with the exception of the Chief Executive Officer of Gardens by the Bay. Board Directors are appointed on the strength of the range of expertise that they possess to support the Board and its committees in its work, experience, stature, ability to contribute to the oversight and development of Gardens by the Bay, as well as their strategic networking relationships. Gardens by the Bay conducts Board induction for new Board Directors to familiarise them with the business activities, strategic direction and governance practices of Gardens by the Bay.

The Board ensures that Gardens by the Bay acts in the furtherance of its objectives set out in its Constitution, and properly accounts for and safeguards its funds and assets. The Board works closely with the Management and stakeholders to shape the Company's vision, chart major directions and develop programmes and initiatives. The Board, besides overseeing the overall development of the Gardens as a leisure destination and People's Garden, also approves the annual budgets, the use of reserves and the annual audited financial statements of Gardens by the Bay.

The Board has delegated specific responsibilities to three Committees. Each Committee has its own terms of reference, which is approved by the Board. The members of the Committees are carefully selected to ensure an equitable distribution of responsibilities among Board Directors to promote the effectiveness of the Board and foster participation and contribution.

Where necessary, non-Board members who have expertise in their respective fields are also co-opted to enhance the deliberations and decision-making process of the Committees.

The roles of the Committees are briefly described below:

## Nominating Committee (NC)

The NC regularly reviews the composition of the Board and Board Committees. The NC identifies, reviews and recommends Board appointments for approval by the Board, taking into account the experience, expertise, knowledge and skills of the candidate and the needs of the Board. It also determines the independence of proposed and existing Directors, and assesses if each proposed and/or existing Director is a fit and proper person qualified for the office of Director.



One Committee meeting was held during the financial year. The NC members in office at the date of this report are as follows:

#### Chairman

Mr Niam Chiang Meng

#### Members

Ms Lim Wan Yong

Mr Felix Loh

Mr Zakir Hussain

The NC conducts an evaluation of the performance of the Board and the Directors on an annual basis. This qualitative assessment of the Board's performance was carried out through the completion of an assessment form by each Director covering areas such as the size and composition of the Board, effectiveness of the Board, strategic planning and the management of risks and internal controls.

The assessment of individual Directors is done through a self-assessment system. Assessment criteria include attendance record, preparedness and participation in Board discussions as well as contributions in specialised areas.

The results of both evaluations are reviewed by the NC and a summary of the findings is shared with the Board, together with any action plans to address areas of improvement. The NC will have to be satisfied that sufficient time and attention is given by the Directors to the affairs of the Company.

The self assessment of individual Board Directors was not carried out in 2020 due to the Circuit Breaker and the COVID-19 pandemic. This is still within the Code of Governance which provides that regular self evaluation by the Board to assess its performance and effectiveness should be carried out once per term or every three years, whichever is shorter. The self assessment exercise by Board Directors will be carried out in 2021 with the new term of Board Directors.

## Audit and Risk Committee (ARC)

The ARC comprises four non-executive and independent Directors. It undertakes the responsibilities promulgated in the Companies Act and the Code of Governance, and reviews financial reporting issues, annual and supplementary budgets and forecasts, adequacy of internal controls, risk management and governance processes, including internal and external audit functions. The ARC meets with the internal and external auditors once a year in a private session where Management is not present.

Three Committee meetings were held during the financial year. The ARC members in office at the date of this report are as follows:

#### Chairman

Mr Tan Wah Yeow (stepped down on 30 November 2020)

Mrs Quek Bin Hwee (appointed on 1 December 2020)

#### Members

Mr Kenneth Er

Ms Susan Chong

Ms Beatrice Chong

## Remuneration and Compensation Committee (RC)

The RC comprises four non-executive and independent Directors. The RC exercises policy oversight of human capital planning and advises on matters pertaining to the human resource strategies and directions of the Company. The key areas of focus include compensation framework, recruitment and retention of staff, as well as talent management and succession planning for key appointments.

The RC is the approving authority on annual salary adjustments and bonus payouts for staff, as well as the appointments and promotions of key appointment holders. The RC ensures policy oversight on major changes to the compensation framework, schemes of services and salary ranges that will be subjected to the Board's approval.

Two Committee meetings were held during the financial year. The RC members in office at the date of this report are as follows:

#### Chairman

Mr Niam Chiang Meng

#### Members

Mrs Mildred Tan (stepped down on 30 November 2020)

Mr Tan Jiew Hoe

Mrs Koh Juat Jong

Ms Jeannie Lim (appointed on 1 December 2020)



## Board Meetings

Board meetings are held on a quarterly basis to review the results and performance of the Company and its plans and programmes. To facilitate meaningful participation, all Board and Board Committee meetings are planned and scheduled well in advance, and materials for Board and Board Committee meetings are circulated to members of the Board one week prior to meeting dates.

For the various Board Committee meetings, besides the Committee members, the meetings were also attended by Board Chairman, Chief Executive Officer, Deputy Chief Executive Officer, Finance and Heads of Departments where relevant.

The matrix on the number of Board and Board Committee meetings held in the financial year and the attendance of Directors during these meetings is shown in Table 1.

**TABLE 1**

Name	Date of Appointment	Board of Directors		Nominating Committee		Audit and Risk Committee		Remuneration and Compensation Committee	
		Held	Attended	Held	Attended	Held	Attended	Held	Attended
Niam Chiang Meng	1 Dec 2016	4	4/4	1	1/1	-	-	2	2/2
Tan Wah Yeow <sup>1</sup>	1 Dec 2013	4	3/3	-	-	3	2/2	-	-
Mildred Tan <sup>2</sup>	1 Dec 2013	4	3/3	-	-	-	-	2	1/1
Tan Jiew Hoe	1 Dec 2013	4	4/4	-	-	-	-	2	2/2
Kenneth Er	17 Feb 2014	4	2/4	-	-	3	1/3	-	-
Syed Zakir Hussain	1 Dec 2015	4	4/4	1	1/1	-	-	-	-
Susan Chong	1 Dec 2016	4	4/4	-	-	3	3/3	-	-
Lim Wan Yong	1 Jul 2017	4	3/4	1	1/1	-	-	-	-
Desmond Tan <sup>3</sup>	1 Dec 2017	4	0/3	-	-	-	-	-	-
Felix Loh	15 Feb 2018	4	4/4	1	1/1	-	-	-	-
Koh Juat Jong	1 Apr 2018	4	4/4	-	-	-	-	2	2/2
Beatrice Chong	1 Dec 2018	4	4/4	-	-	3	2/3	-	-
Quek Bin Hwee <sup>4</sup>	1 Dec 2019	4	4/4	-	-	3	1/1	-	-
Jeannie Lim <sup>5</sup>	1 Dec 2019	4	4/4	-	-	-	-	2	1/1
Lim Hock Yu <sup>6</sup>	1 Dec 2020	4	1/1	-	-	-	-	-	-
Sam Liew <sup>6</sup>	1 Dec 2020	4	1/1	-	-	-	-	-	-

<sup>1</sup> Stepped down as Director and from Audit & Risk Committee with effect from 1 December 2020

<sup>2</sup> Stepped down as Director and from Remuneration & Compensation Committee with effect from 1 December 2020

<sup>3</sup> Stepped down as Director from 1 December 2020

<sup>4</sup> Appointed to Audit & Risk Committee as ARC Chairman with effect from 1 December 2020

<sup>5</sup> Appointed to Remuneration & Compensation Committee with effect from 1 December 2020

<sup>6</sup> Appointed as Director with effect from 1 December 2020

## Managing Conflict of Interest

Members of the Board and staff are required in their respective capacities to act at all times in the best interest of the Company.

All Board Directors are required to make declaration of conflict of interest to the Company at the start of the term of directorship, annually, or as soon as such conflict or the possibility of such conflict arises. Board Directors do not vote or participate in decision making on matters where there is a conflict of interest.

All employees are required to declare conflict of interest at the point of hire and annually. The procurement policy requires mandatory declaration by employees involved in procurement of goods and services to avoid any conflict between their own interests and the interests of the Company in dealing with its suppliers, customers and other third parties.

In addition, the Company's Articles of Association contain provisions for the management and avoidance of conflicts of interest by Board Directors. Such provisions include (a) permitting a Board Director, or a firm associated with the Director, to act in any professional capacity (other than the office of Auditor) for the Company and to be remunerated for his professional services, (b) permitting a Board Director to be interested in any transaction with the Company provided that the Director has declared the nature of the interest to the Board and abstained from participating in the Board's decision in respect of the transaction concerned, (c) permitting a Board Director to be reimbursed for all reasonable travelling expenses and such other reasonable expenses as may be incurred in attending and returning from meetings of the Board or of any Committee or General Meeting or otherwise howsoever in or about the business of the Company in the course of performing his/her duties as a Board Director. The Company's Articles also expressly stipulated that a Board Director may be paid remuneration for his services rendered in his/her capacity as a Board Director provided it is approved by the Company in the General Meeting.

## Reserves Management

Gardens by the Bay has a reserves policy to ensure adequate resources for long-term financial stability and future plans. It has set a minimum reserves as a safety net for operations and contingencies. Reserves can be used to fund operating purposes in response to unforeseen emergencies and/or temporary changes in the operating environment; cyclical improvement works and infrastructure that augment the Gardens as a premier leisure attraction, projects that further the Gardens' organisational and business goals and for capacity building. Governance procedures are in place to ensure that the Board has to approve the use of reserves. Reserves are invested in Singapore dollar fixed deposits with banks approved by the Board.



## Fund-Raising Practices

The Company does not actively solicit funds from the general public. It works with corporate and individual sponsors on donations for infrastructure improvements, garden aesthetics and outreach programmes. All donations and sponsorships are channelled through our Partnerships Unit, where the collected donations are properly recorded and promptly deposited. The Board reviews the Company's sponsorship activities at its meetings.

## Disclosure and Transparency

### i) Board Honorarium

The aggregate honorarium paid to non-executive Directors for the financial year ended 31 March 2021 was \$93,760 (details are set out in the table below).

Names of Directors	\$
Beatrice Chong	11,250
Kenneth Er <sup>1</sup>	11,250
Jeannie Lim <sup>1</sup>	5,625
Lim Wan Yong <sup>1</sup>	5,625
Desmond Tan <sup>1</sup> (Stepped down on 30 November 2020)	3,760
Susan Chong	11,250
Quek Bin Hwee	9,354
Koh Juat Jong	5,625
Mildred Tan (Stepped down on 30 November 2020)	3,760
Syed Zakir Hussain	5,625
Tan Jiew Hoe	5,625
Tan Wah Yeow (Stepped down on 30 November 2020)	11,281
Sam Liew (Appointed on 1 December 2020)	1,865
Lim Hock Yu <sup>1</sup> (Appointed on 1 December 2020)	1,865

Notes:

<sup>1</sup> Fees for the Singapore public sector Directors are processed in accordance with the framework of the Singapore Directorship and Consultancy Appointments Council.

<sup>2</sup> As the Non-Executive Directors Honorarium Scheme was initiated in 2019 by Board Chairman Mr Niam Chiang Meng, he had indicated that he would decline receiving the fees for his entire tenure of duty.

<sup>3</sup> The fees are established according to the responsibilities and duties of each Director.

<sup>4</sup> CEO is an Executive Director and is remunerated as part of Senior Management. He does not receive any honorarium.

<sup>5</sup> Some Directors donated their honorarium received to Gardens by the Bay.

### ii) Key Management Personnel

There is no paid staff who are close family members of the Chief Executive Officer or Board Directors. In accordance with the Code of Governance, the remuneration of key management staff is disclosed in the bands of \$100,000 as follows.

### Key Management Remuneration Bands

1 April 2020 – 31 March 2021	
\$500,000 to below \$600,000	2
\$400,000 to below \$500,000	
\$300,000 to below \$400,000	3
\$200,000 to below \$300,000	4
\$100,000 to below \$200,000	1
<b>Total</b>	<b>10</b>

The Annual Report of Gardens by the Bay is published on the Gardens' website ([www.gardensbythebay.com.sg](http://www.gardensbythebay.com.sg)).

## Environmental Sustainability

The Gardens was designed and developed with environmental sustainability in mind. Innovative design of the conservatories' cooling system and the Gardens' lake system had positioned Gardens by the Bay as a role model for sustainable design and development.

Sustainability plays a key role in impelling progress in the organisation. Moving forward, the Company will go beyond current sustainability practices and explore new, sustainable ways to optimise operational efficiency, and develop a Sustainability Framework to guide its transformation and progress. The Company will also take a long-term approach in charting out its sustainability agenda and play an active role in protecting the environment.

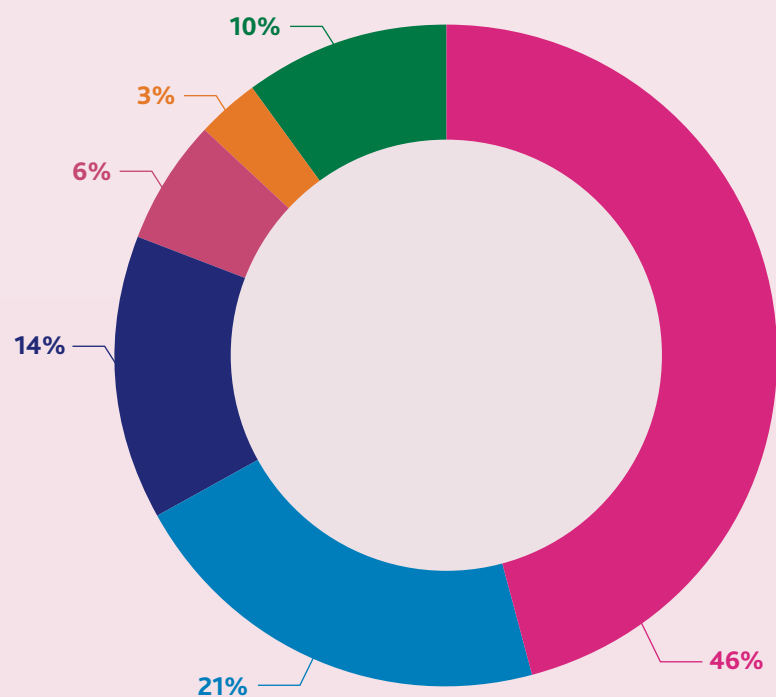
## Public Image

The Company publishes information relating to its programmes, events and activities through various platforms that include its website, newsletters, marketing brochures, on-site posters, press advertisements and other collaterals. Apart from engaging mainstream media to communicate core messages and garner publicity for the Gardens, the Company also uses social media to reach out to the digitally savvy. The Board is updated regularly on media coverage on the Gardens.



# FINANCIAL OVERVIEW

For the Financial Year ended 31 March 2021



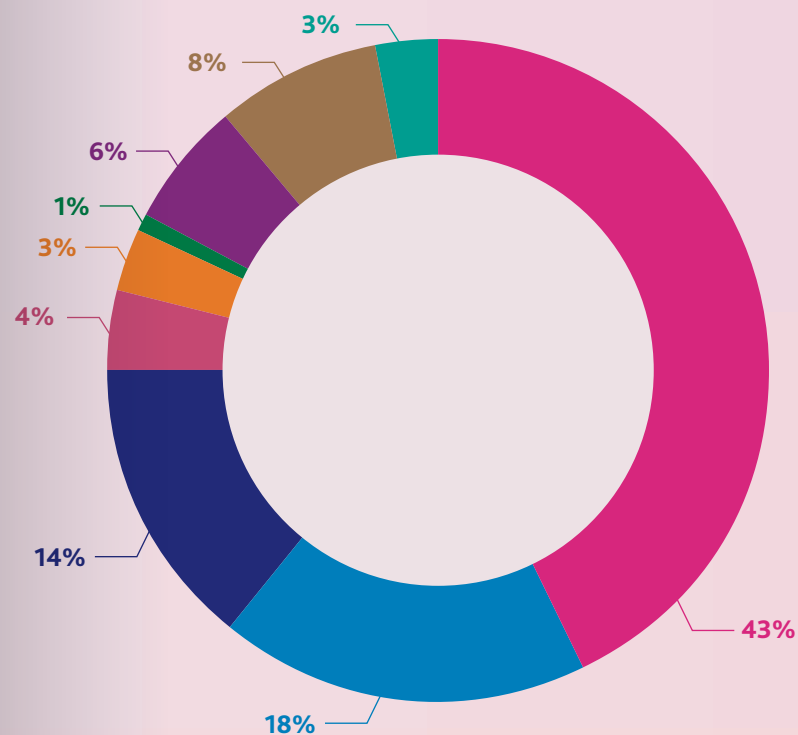
## INCOME

	2021		2020	
	\$'000	%	\$'000	%
Ticketing income	9,227	46	77,204	73
Donations and sponsorships	4,250	21	6,573	6
Income from rentals and venue hires	2,767	14	8,384	8
Carpark income	1,200	6	1,232	1
Income from education, guided tours and merchandise	694	3	9,054	9
Interest and other income	2,061	10	3,512	3
<b>Total</b>	<b>20,199</b>	<b>100</b>	<b>105,959</b>	<b>100</b>



# FINANCIAL OVERVIEW

For the Financial Year ended 31 March 2021



## EXPENSES

	2021		2020	
	\$'000	%	\$'000	%
Staff and related expenses	30,873	43	37,424	31
Facilities maintenance and utilities	12,870	18	21,550	18
Depreciation expense	9,616	14	9,045	8
Horticultural works	2,815	4	13,206	11
Community programmes	2,231	3	9,782	8
Marketing and communications	397	1	6,408	5
Depreciation expense - right-of-use assets	4,223	6	4,261	4
Other expenses including information technology	5,456	8	8,225	7
Revamping and rejuvenation expenses	2,454	3	10,201	8
<b>Total</b>	<b>70,935</b>	<b>100</b>	<b>120,102</b>	<b>100</b>

### Note

The expenses above exclude the maintenance of State land in the proximity of Gardens by the Bay for which the Government has appointed the Company to maintain.







The background features a close-up of a vibrant red rose on the left side, partially obscured by a dark, irregular shape. To the right, a complex network of thin, black and colored lines (green, yellow, red) crisscrosses the page, creating a technical or digital aesthetic.

# FINANCIAL STATEMENTS

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# DIRECTORS' STATEMENT

The Board of directors present their statement together with the audited financial statements of Gardens by the Bay (the "Company") for the financial year ended 31 March 2021.

In the opinion of the directors,

- a) the accompanying financial statements as set out on pages 93 to 127 are drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Charities Act, Chapter 37 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2021 and the financial performance, changes in accumulated funds and cash flows of the Company for the financial year ended 31 March 2021;
- b) the Company has complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations;
- c) the use of donation monies are in accordance with the objectives of the Company as required under Regulations 11 of the Charities (Institutions of a Public Character) Regulations;
- d) the accounting records required by the Act have been properly kept in accordance with the provision of the Act; and
- e) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

## 1. DIRECTORS

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

Niam Chiang Meng (Chairman)

Er Boon Hwee Kenneth (Yu Wenhui, Kenneth)

Tan Jiew Hoe

Loh Chee Wai Felix (Chief Executive Officer)

Han Juat Jong

Liew Lien Ban (Liu Lianwan) (Appointed on 1 December 2020)

Chong Choy Hoong Beatrice (Zhang Chaihong Beatrice)

Lim Suet Ying, Jeannie (Lin Xueying, Jeannie)

Lim Hock Yu (Appointed on 1 December 2020)

Chong Suk Shien Susan

Lim Wan Yong (Lin Wanrong)

Chua Bin Hwee

Syed Zakir Hussain



# DIRECTORS' STATEMENT

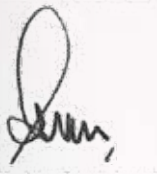
## 2. DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

Not applicable as the Company is limited by guarantee.

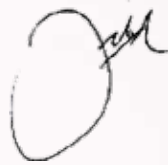
## 3. AUDITORS

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

## ON BEHALF OF THE DIRECTORS



.....  
Niam Chiang Meng  
Chairman



.....  
Loh Chee Wai Felix  
Chief Executive Officer

Singapore  
28 June 2021



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GARDENS BY THE BAY

## Report on the Financial Statements

### Opinion

We have audited the financial statements of Gardens by the Bay (the "Company") which comprise the statement of financial position of the Company as at 31 March 2021, and the statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 93 to 127.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Charities Act, Chapter 37 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 March 2021 and of the financial performance, changes in accumulated funds and cash flows of the Company for the year ended on that date.

### Basis for Opinion

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

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

Management is responsible for the other information. The other information comprises the Directors' Statement included in pages 88 to 89.

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 MEMBERS OF GARDENS BY THE BAY

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

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations 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.

Those charged with governance comprises the directors. Their responsibilities include overseeing the Company's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

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

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

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



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GARDENS BY THE BAY

- d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with 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 to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

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

- a) the Company has not used the donation monies in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- b) the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Public Accountants and Chartered Accountants, Singapore

28 June 2021

# STATEMENT OF FINANCIAL POSITION

31 March 2021

	Note	2021	2020
		\$	\$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	164,631,719	163,492,406
Trade receivables	8	519,561	1,475,988
Other receivables	9a	4,381,483	5,124,368
Government grant receivable	9b	1,800,000	4,697,648
Total current assets		<u>171,332,763</u>	<u>174,790,410</u>
<b>Non-current assets</b>			
Property, plant and equipment	10	33,858,519	41,558,788
Right-of-use assets	11	<u>1,087,732</u>	<u>5,260,731</u>
Total non-current assets		<u>34,946,251</u>	<u>46,819,519</u>
<b>Total assets</b>		<u><u>206,279,014</u></u>	<u><u>221,609,929</u></u>

	Note	2021	2020
		\$	\$
<b>LIABILITIES AND ACCUMULATED FUNDS</b>			
<b>Current liabilities</b>			
Trade and other payables	12a	15,119,001	19,066,413
Contract liabilities	12b	5,514,091	5,628,525
Deferred grant	13	3,016,146	4,697,648
Lease liabilities	14	1,076,499	4,246,896
Total current liabilities		<u>24,725,737</u>	<u>33,639,482</u>
<b>Non-current liabilities</b>			
Lease liabilities	14	10,542	1,053,251
Deferred donations	15	5,950,586	7,047,406
Deferred capital grants	16	1,972,285	2,960,788
Total non-current liabilities		<u>7,933,413</u>	<u>11,061,445</u>
<b>Accumulated funds</b>			
Designated funds		25,558,120	29,574,717
Sinking fund		2,690,513	3,678,670
Reserves		145,371,231	143,655,615
Total accumulated funds		<u>173,619,864</u>	<u>176,909,002</u>
<b>Total liabilities and accumulated funds</b>		<u><u>206,279,014</u></u>	<u><u>221,609,929</u></u>

See accompanying notes to financial statements.



# STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2021

	Note	2021	2020		Note	2021	2020
		\$	\$			\$	\$
<b>Revenue</b>	17	20,199,346	105,959,254	<b>Deficit before government grants</b>		(51,370,785)	(15,183,971)
<b>Expenses:</b>				<b>Government grants:</b>			
Staff and related expenses	18	30,872,822	37,424,116	Operating grants	19	41,984,319	30,254,649
Horticultural works		2,814,923	13,205,979	Rental subvention	19	3,007,300	4,068,700
Facilities maintenance		9,810,544	17,037,824	Revamping and rejuvenation	19	1,466,172	3,420,981
Utilities		3,059,074	4,512,731	Maintenance of State land	19	635,353	1,041,310
Marketing and communications		397,129	6,407,693			47,093,144	38,785,640
Community programmes		2,230,536	9,782,205	Deferred capital grants amortised	16	988,503	1,364,742
Information technology maintenance		1,738,871	1,537,801			48,081,647	40,150,382
Depreciation expense of property, plant and equipment	10	9,616,317	9,045,058	<b>(Deficit) Surplus for the financial year, representing total comprehensive income for the year</b>		<b>(3,289,138)</b>	<b>24,966,411</b>
Depreciation expense of right-of-use assets	11	4,223,254	4,261,156				
Revamping and rejuvenation expenses		2,454,329	10,200,601				
Maintenance of State land	19	635,353	1,041,310				
Interest expense on lease liabilities	11	57,348	137,124				
Other expenses		3,659,631	6,549,627				
		<u>71,570,131</u>	<u>121,143,225</u>				

See accompanying notes to financial statements.

# STATEMENT OF CHANGES IN ACCUMULATED FUNDS

For the financial year ended 31 March 2021

	Accumulated funds			
	Designated funds <sup>(1)</sup>	Sinking fund <sup>(2)</sup>	Reserves	Total
	\$	\$	\$	\$
Balance at 1 April 2019	32,831,887	6,779,620	112,331,084	151,942,591
Surplus for the financial year, representing total comprehensive income for the year	-	-	24,966,411	24,966,411
Transfer from reserves to sinking fund	-	3,678,670	(3,678,670)	-
Expenses charged to designated funds and sinking fund	(3,257,170)	(6,779,620)	10,036,790	-
Balance at 31 March 2020	29,574,717	3,678,670	143,655,615	176,909,002
Deficit for the financial year, representing total comprehensive income for the year	-	-	(3,289,138)	(3,289,138)
Expenses charged to designated funds and sinking fund	(4,016,597)	(988,157)	5,004,754	-
Balance at 31 March 2021	25,558,120	2,690,513	145,371,231	173,619,864

The Company's Memorandum and Articles of Association specifically restrict the income and property of the Company solely to the furtherance of the objects of the Company and prohibits the payment of dividends to the members of the Company.

<sup>(1)</sup> Designated funds are funds set aside for specific projects to upgrade amenities and services in the Gardens.

<sup>(2)</sup> Sinking fund is a fund set aside to meet cyclical improvement works in the Gardens.

See accompanying notes to financial statements.



# STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2021

	2021	2020		2021	2020
	\$	\$		\$	\$
<b>Operating activities</b>			<b>Investing activities</b>		
Deficit before government grants	(51,370,785)	(15,183,971)	Proceeds from sale of property, plant and equipment	-	374
Adjustment for:			Purchase of property, plant and equipment	(1,922,734)	(12,508,137)
Sponsorships and donations	(4,249,873)	(6,573,041)	Net cash used in investing activities	(1,922,734)	(12,507,763)
Depreciation expense of property, plant and equipment	9,616,317	9,045,058			
Depreciation expense of right-of-use assets	4,223,254	4,261,156	<b>Financing activities</b>		
Loss on disposal of property, plant and equipment	6,686	2,360	Government grants received	47,093,144	38,928,462
Interest income	(1,232,151)	(2,915,184)	Sponsorships and donations received	2,141,019	6,588,922
Interest expense on lease liabilities	57,348	137,124	Repayment of lease liabilities	(4,263,361)	(4,221,740)
Deficit before movements in working capital	(42,949,204)	(11,226,498)	Net cash from financing activities	44,970,802	41,295,644
Trade receivables	956,427	415,262	Net increase in cash and cash equivalents	1,139,313	18,047,397
Other receivables	560,240	(420,998)	Cash and cash equivalents at beginning of year	163,492,406	145,445,009
Government grant receivables	2,897,648	-	<b>Cash and cash equivalents at end of year</b>	<b>164,631,719</b>	<b>163,492,406</b>
Trade and other payables	(3,947,412)	(3,333,546)			
Deferred grant	(1,681,502)	-			
Contract liabilities	(114,434)	1,406,856			
Cash used in operations	(44,278,237)	(13,158,924)			
Interest received	2,426,830	2,555,564			
Interest paid	(57,348)	(137,124)			
Net cash used in operating activities	(41,908,755)	(10,740,484)			

See accompanying notes to financial statements.

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 1 GENERAL

Gardens by the Bay (the "Company") (Registration No. 201132829N) is incorporated in Singapore as a company limited by guarantee under the Singapore Companies Act, Chapter 50 with its registered office of business at One Marina Boulevard, #28-00, Singapore 018989 and the place of business is at 18 Marina Gardens Drive, Singapore 018953. The Company is an Institution of Public Character ("IPC") and registered charity under the Charities Act, Chapter 37. The financial statements are expressed in Singapore dollars, which is also the Company's functional currency.

Each member of the Company has undertaken to contribute such amounts not exceeding \$1 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company had four members at the end of the reporting period.

Gardens by the Bay comprises three gardens located at Marina Bay - Bay South, where the Conservatories are located, Bay East and Bay Central. The principal activities of the Company are to manage the three gardens as a premier leisure destination to provide a world-class horticultural exposition, an edutainment centre, and a green space for public enjoyment. The Company commenced its operation with the opening of Bay South to the public on 29 June 2012.

In October 2016, the Company took over full management of Bay East, Bay Central and Bayfront Plaza (western boundary of Bay South Garden). Bay East has been developed as an interim garden, and there are future development plans for these gardens.

The financial statements of the Company for the year ended 31 March 2021 were authorised for issue by the Board of Directors on 28 June 2021.

## 2 APPLICATION OF NEW AND AMENDMENTS TO FINANCIAL REPORTING STANDARDS IN SINGAPORE ("FRSs")

On 1 April 2020, the Company has adopted all the new and revised FRSs and Interpretations of FRS ("INT FRS") and amendments to FRS that are relevant to its operations. The adoption of these new/revised FRSs and INT FRSs and amendments to FRS does not result in changes to the Company's accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of these financial statements, the following FRSs, INT FRSs and amendments to FRS that are relevant to the Company were issued but not yet effective:



# NOTES TO FINANCIAL STATEMENTS

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Amendments to FRS 1	<i>Classification of Liabilities as Current or Non-current<sup>4</sup></i>
Amendments to FRS 103	<i>Reference to the Conceptual Framework<sup>3</sup></i>
Amendments to FRS 116	<i>Covid-19-Related Rent Concessions<sup>1</sup></i>
Amendments to FRS 109, FRS 39, FRS 107, FRS 104 and FRS 116	<i>Interest Rate Benchmark Reform - Phase 2<sup>2</sup></i>
Amendments to FRS 16	<i>Property, Plant and Equipment - Proceeds before Intended Use<sup>3</sup></i>
Amendments to FRS 37	<i>Onerous contracts - Cost of Fulfilling a Contract<sup>3</sup></i>
Amendments to FRSs	<i>Annual Improvements to FRS Standards 2018-2020<sup>3</sup></i>

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<sup>1</sup>Effective for annual periods beginning on or after 1 June 2020.

<sup>2</sup>Effective for annual periods beginning on or after 1 January 2021.

<sup>3</sup>Effective for annual periods beginning on or after 1 January 2022.

<sup>4</sup>Effective for annual periods beginning on or after 1 January 2023.

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

## Amendments to FRS 116 Leases Covid-19-Related Rent Concessions

The amendment provides practical relief to lessees in accounting for rent concessions occurring as a direct consequence of COVID-19, by introducing a practical expedient to FRS 116. The practical expedient permits a lessee to elect not to assess whether a COVID-19-related rent concession is a lease modification. A lessee that makes this election shall account for any change in lease payments resulting from the COVID-19-related rent concession the same way it would account for the change applying FRS 116 if the change were not a lease modification. The amendment is effective for annual periods beginning on or after 1 June 2020, with early application permitted.

The practical expedient applies only to rent concessions occurring as a direct consequence of COVID-19 and only if all of the following conditions are met:

- The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- Any reduction in lease payments affects only payments originally due in on or before 30 June 2021 (a rent concession meets this condition if it results in reduced lease payments on or before 30 June 2021 and increased lease payments that extend beyond 30 June 2021); and
- There is no substantive change to other terms and conditions of the lease.

In the current financial year, the Company has applied the amendment to FRS 116 in advance of its effective date and the practical expedient retrospectively to all rent concessions that meet the conditions in FRS 116 and has not restated prior period figures.

# NOTES TO FINANCIAL STATEMENTS

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## 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**BASIS OF ACCOUNTING** - 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 Singapore Companies Act and Financial Reporting Standards in Singapore ("FRSs").

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of FRS 102 *Share-based Payment*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in FRS 2 *Inventories* or value in use in FRS 36 *Impairment of Assets*.

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

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

**FINANCIAL INSTRUMENTS** - Financial assets and financial liabilities are recognised in the statement of financial position when the Company becomes a party to the contractual provisions of the instrument.

### Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.



# NOTES TO FINANCIAL STATEMENTS

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## Classification of financial assets

Debt instruments which comprise of cash and cash equivalents and trade and other receivables that meet the following conditions are subsequently measured at amortised cost:

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

## Amortised cost and effective interest method

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

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

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

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

## Impairment of financial assets

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

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

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For all other financial instruments, the Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

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

## *Significant increase in credit risk*

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Company's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Company's core operations.

The Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

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

## *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:



# NOTES TO FINANCIAL STATEMENTS

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- a) significant financial difficulty of the issuer or the borrower;
- b) a breach of contract, such as a default or past due event;
- c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- e) the disappearance of an active market for that financial asset because of financial difficulties.

## *Write-off policy*

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in income or expenditure.

## *Measurement and recognition of expected credit losses*

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

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

## Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received. On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in income or expenditure.

# NOTES TO FINANCIAL STATEMENTS

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## Financial liabilities and equity instruments

### Classification as debt or equity

Financial liabilities and equity instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

### Equity instruments

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

### Financial liabilities

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

Interest-bearing loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Interest expense calculated using the effective interest method is recognised over the term of the borrowings in accordance with the Company's accounting policy for borrowing costs.

### Derecognition of financial liabilities

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

**OFFSETTING ARRANGEMENTS** - Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Company has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.



# NOTES TO FINANCIAL STATEMENTS

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## LEASES

### The Company as a lessor

Leases for which the Company is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

### The Company as a lessee

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

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

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

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The Company re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which the lease liability is re-measured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset.

The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Company applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in 'Other expenses' in the statement of comprehensive income.

As a practical expedient, FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.



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**PROPERTY, PLANT AND EQUIPMENT** - Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Capital works-in-progress included in property, plant and equipment are not depreciated as these assets are not available-for-use. These are carried at cost, less any recognised impairment loss. Depreciation of these assets, on the same basis as other assets, commences when the assets are ready for their intended use.

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

Leasehold improvements	-	8 years
Sculpture and artwork	-	5 years
Furniture, fittings and equipment	-	3 years
Laboratory and gardening equipment	-	5 years
Computers	-	3 to 5 years
Electric and motor vehicles	-	3 to 8 years

The estimated useful lives, residual values and depreciation methods are reviewed at each year end, with the effect of any changes in estimate being accounted for on a prospective basis.

The gain or loss arising from 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 income or expenditure.

**IMPAIRMENT OF TANGIBLE ASSETS** - At the end of each reporting period, the Company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in income or expenditure.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in income or expenditure.

# NOTES TO FINANCIAL STATEMENTS

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**PROVISIONS** - Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made.

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.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

**REVENUE** - Revenue comprises the consideration received or receivable for the sale of goods and services in the ordinary course of the Company's activities. The Company recognises revenue when it transfers control of a product or service to a customer and the customer can substantially obtain the benefits from the service.

## Ticketing income

This arises from admission to the Conservatories, OCBC Skyway, Supertree Observatory, Floral Fantasy and Garden Cruisers.

Income from the sale of Conservatory, OCBC Skyway, Supertree Observatory, Floral Fantasy and Garden Cruisers tickets is recognised at a point in time when tickets are used or expired, as it represents the satisfaction of the performance obligation, whereby the control of the service is transferred to the customer and the customer can substantially obtain the benefits from the service.

## Friends of the Gardens membership

Consideration attributable to the Friends of the Gardens membership is deferred and the revenue from the membership is amortised over the period of their validity, as customers are able to simultaneously receive and consume the benefits over this period.

## Income from rentals

Income from operating lease rentals is recognised in accordance with the accounting policy on leases.



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## Income from venue hires

Income from venue hire is recognised at a point in time when the event is held or the service is rendered.

## Carpark income

Carpark income, which is short term in nature, is recognised at a point in time on a receipt basis.

## Education, guided tours and merchandise

Income from education, guided tours and merchandise is recognised at a point in time when goods are sold or services are rendered.

**DONATIONS AND SPONSORSHIPS** - Donations and sponsorships are recognised as income when the restrictions and conditions are under the Company's purview and it is probable that these restrictions and conditions would be met. If otherwise, these donations shall be recognised as deferred donation income until the above criteria are fulfilled or when the restrictions and/or conditions expire.

**GOVERNMENT GRANTS** - Grants received from the Government of Singapore, administered through the Ministry of National Development ("MND") and its related agencies are for the purpose of meeting certain operating and capital expenditure.

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attached to them and that the grants will be received. Government grants whose primary condition is that the Company should purchase or otherwise acquire non-current assets are recognised as deferred capital grants 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.

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 or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in income or expenditure in the period in which they become receivable.

**DESIGNATED FUNDS** - Designated funds are funds earmarked from the reserves for specific purpose of upgrading of amenities and services in the Gardens. For projects undertaken which are capital in nature, the fund is reduced over the useful life of the asset when depreciation commences. Other non-capital expenses are charged as and when incurred.

# NOTES TO FINANCIAL STATEMENTS

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**SINKING FUND** - Sinking fund is a fund set aside to meet cyclical improvement works in the Gardens.

**RETIREMENT BENEFIT OBLIGATIONS** - Payments to defined contribution retirement benefit 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 ("CPF"), are dealt with as payments to defined contribution plans where the Company's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

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

**CASH AND CASH EQUIVALENTS** - Cash and cash equivalents include cash at bank and on hand, and deposits with financial institutions which are subject to an insignificant risk of change in value.

## 4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policies, which are described in Note 3 to the financial statements, management is required to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### *Critical judgements in applying the Company's accounting policies*

The following are the critical judgements, apart from those involving estimates (see below), that management has made in the process of applying the Company's accounting policies and that have a significant effect on the amounts recognised in the financial statements.

The key features of Bay South include the Conservatories, Supertrees, Heritage Gardens, and World of Plants.



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The Conservatories are glasshouses that replicate conditions for the display of plants from the Tropical Highlands and Mediterranean-type climatic regions of the world. They incorporate sustainable energy technologies, minimising their environmental footprint by the smart use of location, structure, systems and materials, intelligent design, including de-humidifying technologies that when combined with other innovations, result in electrical energy savings compared to conventional cooling technologies.

The power savings are achieved by the Biomass Co-generation System (the "Biomass System") which generates electricity that powers the chiller to cool the Conservatories. All waste heat is simultaneously captured in the process to regenerate the liquid desiccant to dry the air in the two Conservatories. The co-generation of energy is achieved by the use of a combined heat power steam turbine that is fed by horticultural waste from Gardens by the Bay and sites in Singapore. The Biomass System is an integral part of the development of Gardens by the Bay.

The Biomass System was designed and built by a third party service provider and the construction of the system was initiated by National Parks Board ("NParks"), on behalf of the Government of Singapore, under the development master plan for Gardens by the Bay. The Company was incorporated to manage the operations of Gardens by the Bay, including overseeing the smooth operations of the Biomass System. The operations of Gardens by the Bay are funded by operating surplus and government grants.

## ***Key sources of estimation uncertainty***

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are as follows:

### Calculation of loss allowance

The Company recognises lifetime ECL for trade receivables, using a provision matrix based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date. For other receivables, the Company measures the loss allowance at an amount equal to 12-month ECL, as the credit risk has not increased significantly since initial recognition. The amount of the impairment loss based on ECL model is measured as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the effective interest rate determined at initial recognition. Where the future cash flows are less than expected, or being revised downward due to changes in facts and circumstances, a material impairment loss may arise. As the end of the reporting period, the carrying amounts of trade and other receivables (excluding prepayments) totalled \$3,403,518 (2020 : \$5,052,026).

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## 5 FINANCIAL INSTRUMENTS, FINANCIAL RISKS AND CAPITAL RISK MANAGEMENT

### (a) Categories of financial instruments

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

	2021	2020
	\$	\$
<b>Financial assets</b>		
At amortised cost:		
Cash and cash equivalents	164,631,719	163,492,406
Trade receivables	519,561	1,475,988
Other receivables (excluding prepayments)	2,883,957	3,576,038
	<u>168,035,237</u>	<u>168,544,432</u>
<b>Financial liabilities</b>		
At amortised cost:		
Trade and other payables (excluding deferred revenue)	15,119,001	19,066,413
Lease liabilities	1,087,041	5,300,147
	<u>16,206,042</u>	<u>24,366,560</u>

### *Financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements*

The Company does not have any financial instruments which are subject to enforceable master netting arrangements or similar netting agreements.



# NOTES TO FINANCIAL STATEMENTS

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## (b) Financial risk management policies and objectives

The Company seeks to minimise the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets. The Company does not trade in derivative financial instruments. The main areas of financial risk faced by the Company are as follows:

### • Interest rate risk management

Interest rate risk refers to the risk faced by the Company as a result of fluctuation in interest rate.

The Company's exposure to changes in interest rates relates primarily to fixed deposits with short-term maturities.

Interest rate sensitivity analysis has not been presented as management does not expect any reasonable possible changes in interest rates to have a material impact on the Company's income or expenditure.

### • Credit risk management

The Company develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Company uses its own trading records to rate its major customers and other debtors. Cash is held with creditworthy institution and is subject to immaterial credit loss.

The table below details the credit quality of the Company's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
				\$	\$	\$
<u>2021</u>						
Trade receivables	8	(a)	Lifetime ECL (Simplified approach)	519,561	-	519,561
Other receivables (excluding prepayments)	9a	(b)	12m ECL	2,883,957	-	2,883,957
<u>2020</u>						
Trade receivables	8	(a)	Lifetime ECL (Simplified approach)	1,475,988	-	1,475,988
Other receivables (excluding prepayments)	9a	(b)	12m ECL	3,576,038	-	3,576,038

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

(a) The Company determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions.

The Company has adopted procedures in extending credit terms to customers and in monitoring its credit risk. Trade and other receivables that are neither past due nor impaired have been assessed to be creditworthy based on the credit evaluation process performed by management. The Company only grants credit to creditworthy counterparties

(b) The Company has assessed other receivables to have a low risk of default and does not have any past-due amounts.

- Liquidity risk management

The Company monitors and maintains sufficient cash and cash equivalents to finance its operations. Funding is also made available through the surplus from its operations and government grants.

All financial liabilities are repayable on demand or due within 1 year from the end of the reporting period, except for lease liabilities as disclosed in Note 14.

- Fair values of financial assets and financial liabilities

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

(c) *Capital management policies and objectives*

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



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 6 RELATED PARTY TRANSACTIONS

Some of the Company'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.

### *Remuneration of directors and key management personnel*

The aggregate remuneration of non-executive directors and key management personnel during the year was as follows:

	2021	2020
	\$	\$
Short-term benefits	3,217,780	3,139,901
CPF contributions	163,100	158,242
	<u>3,380,880</u>	<u>3,298,143</u>

The aggregate honorarium paid to non-executive Directors for the year ended 31 March 2021 was \$93,760 (2020 : \$86,726).

## 7 CASH AND CASH EQUIVALENTS

	2021	2020
	\$	\$
Cash at bank and in hand	9,486,992	6,460,249
Fixed deposits	155,144,727	157,032,157
	<u>164,631,719</u>	<u>163,492,406</u>

Fixed deposits have an effective interest rate of approximately 0.9% (2020 : 1.9%) per annum with maturities ranging from 3 to 15 months (2020 : 3 to 12 months). These deposits are easily convertible to cash upon request.

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 8 TRADE RECEIVABLES

	2021	2020
	\$	\$
Third parties	328,761	1,475,988
Amount due from Ministry of National Development	190,800	-
	<u>519,561</u>	<u>1,475,988</u>

The average credit period is approximately 30 days (2020 : 30 days). No interest is charged on the trade receivables.

The Company measures the loss allowance for trade receivables of an amount equal to the lifetime ECL. This allowance has been determined by reference to past default experience and expected credit losses. The expected credit loss approach incorporates forward-looking macroeconomic data. As at 31 March 2021 and 2020, no further loss allowance was recognised upon application of the expected credit loss approach as management has assessed the risk arising from the significant change in credit quality to be remote.

The table below is an ageing analysis of trade receivables net of allowance for credit losses presented based on the invoice due dates at the end of the reporting period:

	2021	2020
	\$	\$
Current	515,883	1,224,786
1 to 30 days past due	3,678	177,624
31 to 60 days past due	-	27,338
61 to 90 days past due	-	46,240
	<u>519,561</u>	<u>1,475,988</u>

In the prior and current year, the Company did not write off any trade receivables as there has not been a significant change in credit quality and the amounts are still considered recoverable.



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 9a OTHER RECEIVABLES

	2021	2020
	\$	\$
Deposits	1,160,990	1,567,998
Prepayments	1,497,526	1,548,330
Interest receivable	221,636	1,416,315
Others	1,501,331	591,725
	<u>4,381,483</u>	<u>5,124,368</u>

## 9b GOVERNMENT GRANT RECEIVABLE

	2021	2020
	\$	\$
Jobs Support Scheme grant receivable	<u>1,800,000</u>	<u>4,697,648</u>

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 10 PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements	Sculpture and artwork	Furniture, fittings and equipment	Laboratory and gardening equipment	Computers	Electric and motor vehicles	Capital works-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cost:</b>								
At 1 April 2019	26,183,193	9,259,676	6,862,608	461,232	10,753,879	2,377,548	18,394,104	74,292,240
Additions	91,337	117,190	713,182	49,880	664,780	-	10,871,768	12,508,137
Disposal	-	(4,000)	-	-	-	(59,949)	-	(63,949)
Transfer	19,877,478	-	6,372	-	1,034,514	-	(20,918,364)	-
At 31 March 2020	46,152,008	9,372,866	7,582,162	511,112	12,453,173	2,317,599	8,347,508	86,736,428
Additions	-	1,042,056	20,632	-	363,253	-	496,793	1,922,734
Disposal	-	-	(69,407)	-	(135,524)	-	-	(204,931)
Transfer	8,204,657	-	11,984	-	93,330	-	(8,309,971)	-
At 31 March 2021	54,356,665	10,414,922	7,545,371	511,112	12,774,232	2,317,599	534,330	88,454,231
<b>Accumulated depreciation:</b>								
At 1 April 2019	14,262,477	7,365,754	5,730,979	372,522	6,426,510	2,035,555	-	36,193,797
Depreciation	5,523,133	992,124	647,962	83,050	1,537,294	261,495	-	9,045,058
Disposal	-	(1,266)	-	-	-	(59,949)	-	(61,215)
At 31 March 2020	19,785,610	8,356,612	6,378,941	455,572	7,963,804	2,237,101	-	45,177,640
Depreciation	6,595,601	735,354	686,780	15,895	1,536,745	45,942	-	9,616,317
Disposal	-	-	(69,407)	-	(128,838)	-	-	(198,245)
At 31 March 2021	26,381,211	9,091,966	6,996,314	471,467	9,371,711	2,283,043	-	54,595,712
<b>Carrying amount:</b>								
At 31 March 2021	27,975,454	1,322,956	549,057	39,645	3,402,521	34,556	534,330	33,858,519
At 31 March 2020	26,366,398	1,016,254	1,203,221	55,540	4,489,369	80,498	8,347,508	41,558,788



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 11 RIGHT-OF-USE ASSETS

	Land and buildings	Equipment	Total
	\$	\$	\$
<b>Cost:</b>			
At 1 April 2019	9,336,212	111,319	9,447,531
Additions	-	74,356	74,356
At 31 March 2020	9,336,212	185,675	9,521,887
Additions	-	50,255	50,255
At 31 March 2021	9,336,212	235,930	9,572,142
<b>Accumulated depreciation:</b>			
At 1 April 2020	-	-	-
Depreciation	4,149,428	111,728	4,261,156
At 31 March 2020	4,149,428	111,728	4,261,156
Depreciation	4,149,428	73,826	4,223,254
At 31 March 2021	8,298,856	185,554	8,484,410
<b>Carrying amounts:</b>			
At 31 March 2021	1,037,356	50,376	1,087,732
At 31 March 2020	5,186,784	73,947	5,260,731

### Amount recognised in statement of comprehensive income

	2021	2020
	\$	\$
Depreciation of right-of-use assets	4,223,254	4,261,156
Interest expense on lease liabilities	57,348	137,124
Expenses relating to short-term leases	541,790	357,373

The total cash outflow for principal amount and interest of leases liabilities amount to \$4,263,361 (2020 : \$4,221,740) and \$57,348 (2020 : \$137,124) respectively. The expenses relating to short-term leases include rental of research facilities at HortPark paid to NParks of \$350,100 (2020 : \$Nil).

The Company leases three gardens (Bay South, Bay East and Bay Central) from the Government, and some equipment from other vendors. The lease term ranges from 2 to 3 years.

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 12a TRADE AND OTHER PAYABLES

	2021	2020
	\$	\$
Third parties	1,781,851	3,624,069
Accrued operating expenses	11,360,139	13,628,580
Deposits	1,976,652	1,789,528
Other payables due to Ministry of National Development	-	23,545
Other payables due to National Parks Board	359	691
	<u>15,119,001</u>	<u>19,066,413</u>

The average credit period on purchases is 30 days (2020 : 30 days).

For the year ended 31 March 2021, purchase of goods and services from NParks totalled \$7,843 (2020 : \$24,407), and sale of goods and services to NParks was \$Nil (2020 : \$Nil). In addition, the Company has research facilities at HortPark (managed by NParks), for which the Company paid NParks rental of \$350,100 (2020 : \$Nil) and utility expenses of \$65,033 (2020 : \$77,794).



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 12b CONTRACT LIABILITIES

	2021	2020
	\$	\$
Deferred revenue	5,514,091	5,628,525
Analysed as:		
Current	5,514,091	5,628,525
Non-current	-	-
	5,514,091	5,628,525

This mainly relates to consideration received from the sale of tickets, which have not been used by the customers, and from the sale of the Friends of the Gardens membership, which have not been fully amortised over the period of their validity, and are thus recorded as deferred revenue.

## 13 DEFERRED GRANT

	2021	2020
	\$	\$
Jobs Support Scheme deferred grant	3,016,146	4,697,648

This relates to the jobs support scheme grant from Singapore Government to co-fund the wages of local employees.

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 14 LEASE LIABILITIES

	2021	2020
	\$	\$
Maturity analysis:		
Within one year	1,078,553	4,303,808
In the second year	10,564	1,052,957
In the third year	-	2,032
	<u>1,089,117</u>	<u>5,358,797</u>
Less: Unearned interest	(2,076)	(58,650)
	<u>1,087,041</u>	<u>5,300,147</u>
Analysed as:		
Current	1,076,499	4,246,896
Non-current	10,542	1,053,251
	<u>1,087,041</u>	<u>5,300,147</u>

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



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 15 DEFERRED DONATIONS

	Assets (Capital in nature)	Others	Total
	\$	\$	\$
At 1 April 2019	6,255,743	393,159	6,648,902
Received during the year	-	3,127,708	3,127,708
Transferred to donations for assets (capital in nature) which commenced during the year	3,042,708	(3,042,708)	-
Transferred to income or expenditure	(2,311,307)	(417,897)	(2,729,204)
At 31 March 2020	6,987,144	60,262	7,047,406
Received during the year	-	1,502,474	1,502,474
Transferred to donations for assets (capital in nature) which commenced during the year	1,417,474	(1,417,474)	-
Transferred to income or expenditure	(2,504,032)	(95,262)	(2,599,294)
At 31 March 2021	<u>5,900,586</u>	<u>50,000</u>	<u>5,950,586</u>

## 16 DEFERRED CAPITAL GRANTS

	2021	2020
	\$	\$
At beginning of year	2,960,788	4,182,708
Grants received during the year	-	142,822
Transferred to income or expenditure	(988,503)	(1,364,742)
At end of year	<u>1,972,285</u>	<u>2,960,788</u>

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 17 REVENUE

	2021	2020
	\$	\$
<b>Types of goods and services</b>		
Ticketing income	7,858,299	75,234,371
Friends of the Gardens membership	1,369,267	1,969,574
Income from venue hires	484,759	3,558,323
Carpark income	1,199,726	1,231,836
Income from education, guided tours and merchandise	694,235	9,054,102
Others	828,807	597,425
	<u>12,435,093</u>	<u>91,645,631</u>
<b>Timing of revenue recognition</b>		
At point in time	11,065,826	89,676,057
Over time	1,369,267	1,969,574
	<u>12,435,093</u>	<u>91,645,631</u>
<b>Other types of income:</b>		
Income from rentals	2,282,229	4,825,398
Donations and sponsorships	4,249,873	6,573,041
Interest income	1,232,151	2,915,184
	<u>7,764,253</u>	<u>14,313,623</u>
Total	<u>20,199,346</u>	<u>105,959,254</u>

The total tax-deductible donations received for the year ended 31 March 2021 amounted to \$536,872 (2020 : \$2,439,488). Donations and sponsorships income includes income released from deferred donations of \$2,599,294 (2020 : \$2,729,204) to match the corresponding depreciation expenses of donated assets and operating expenses.



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 18 STAFF AND RELATED EXPENSES

	2021	2020
	\$	\$
Wages and salaries	27,108,464	33,556,549
Costs of defined contribution plans included in employee benefits expense	3,263,942	3,381,423
Other benefits	500,416	486,144
	<u>30,872,822</u>	<u>37,424,116</u>

## 19 GOVERNMENT GRANTS

	Operating grants <sup>(1)</sup>	Rental subvention <sup>(2)</sup>	Revamping and rejuvenation <sup>(3)</sup>	Maintenance of state land <sup>(4)</sup>	Development grants <sup>(5)</sup>	Total
	\$	\$	\$	\$	\$	\$
At 1 April 2019	-	-	-	-	-	-
Grants received during the year	30,254,649	4,068,700	3,420,981	1,041,310	12,474,043	51,259,683
Payment on behalf	-	-	-	-	(12,474,043)	(12,474,043)
Transfer to income or expenditure	(30,254,649)	(4,068,700)	(3,420,981)	(1,041,310)	-	(38,785,640)
At 31 March 2020	-	-	-	-	-	-
Grants received during the year	41,984,319	3,007,300	1,466,172	635,353	5,021,038	52,114,182
Payment on behalf	-	-	-	-	(5,021,038)	(5,021,038)
Transfer to income or expenditure	(41,984,319)	(3,007,300)	(1,466,172)	(635,353)	-	(47,093,144)
At 31 March 2021	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## Notes

- <sup>(1)</sup> Included in operating grants is the Jobs Support Scheme grant of \$10,814,058 (2020 : \$Nil) from the Singapore Government as part of the Government's measures to support businesses during the period of economic uncertainty impacted by COVID-19. The Company assessed that there is reasonable assurance that it will comply with the conditions attached to the grants. Grant income is recognised in profit or loss on a systematic basis over the period of uncertainty in which the Company recognises as expenses the related salary costs for which the grant is intended to compensate. Management has determined the period of uncertainty to commence from April 2020.
- <sup>(2)</sup> The Government has charged the Company rental for use of the three gardens. The rental is funded by way of a government subvention. FRS 116 applies to the lease rental. It is now recorded as a right-of-use asset and depreciated over the lease term. Lease expenses are shown as depreciation and interest expense instead of rental cost.
- <sup>(3)</sup> The Company as lessee is responsible carrying out the cyclical maintenance of the rented premises, including but not limited to major upgrading and/or replacement of mechanical and electrical systems, works relating to the revamping or rejuvenation of landscaping and architecture and similar works to be carried out to the rented premises.
- <sup>(4)</sup> The Government appointed the Company to maintain State land in the proximity of Gardens by the Bay.
- <sup>(5)</sup> The Company is the appointed agent to carry out national projects on behalf of the Government.

## 20 TAX

The Company is a registered Charity under the Charities Act, Chapter 37 and is exempt from income tax.

## 21 CAPITAL COMMITMENTS

Capital expenditure contracted for at the end of the reporting period but not recognised in the financial statements is as follows:

	2021	2020
	\$	\$
Property, plant and equipment	632,898	1,535,140
National projects on behalf of the Government	18,760,181	20,629,461
	<u>19,393,079</u>	<u>22,164,601</u>



# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 22 OPERATING LEASE ARRANGEMENTS

*Disclosure required by FRS 116*

### The Company as lessee

At 31 March 2021, the Company is committed to \$97,440 (2020 : \$41,850) for short-term leases.

### The Company as lessor

Operating leases, in which the Company is the lessor, relate to the properties owned by the Company with lease terms of between 1 to 3 years. All operating lease contracts contain market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

	2021	2020
Analysis of operating lease payments (excluding variable components):	\$	\$
Within one year	986,962	2,651,886
In the second to third year inclusive	409,724	1,356,496
Total	<u>1,396,686</u>	<u>4,008,382</u>

The following table presents the amounts reported in statement of comprehensive income:

	2021	2020
Lease income on operating lease (including variable components)	\$	\$
	<u>2,282,229</u>	<u>4,825,398</u>

# NOTES TO FINANCIAL STATEMENTS

31 March 2021

## 23 IMPACT OF COVID-19 OUTBREAK ON THE COMPANY'S OPERATIONS

The Coronavirus Disease ("COVID-19") outbreak and the measures taken to contain the spread of the pandemic have caused a high level of uncertainty to global economic prospects and this has impacted the company's operations and its financial performance for the year ended 31 March 2021.

In order to reduce the transmission of COVID-19, Singapore was under "circuit breaker" from 7 April 2020 to 1 June 2020. During the circuit breaker all businesses other than essential services were closed.

Although the Company's business activities have remained operational thus far, the impact of COVID-19 on economies and businesses is expected to be broad and significant. The Company expects market conditions to remain challenging and its financial performance will continue to be affected by the uncertainties and developments in the tourism industry, especially with the evolving COVID-19 situation.

The Company anticipates that any potential impact will depend on, to a large extent, future developments and further actions taken by government authorities and other parties to contain the COVID-19 outbreak which are beyond the Company's control.

The pandemic may continue to affect the Company in the next 12 months, hence the Company will stay vigilant and focus on driving revenue and improving operating efficiencies in a bid to contain costs. Notwithstanding this, management has assessed that the Company is still able to maintain sufficient liquidity to enable the Company to continue as a going concern for at least the next 12 months from the date of the financial statements.



