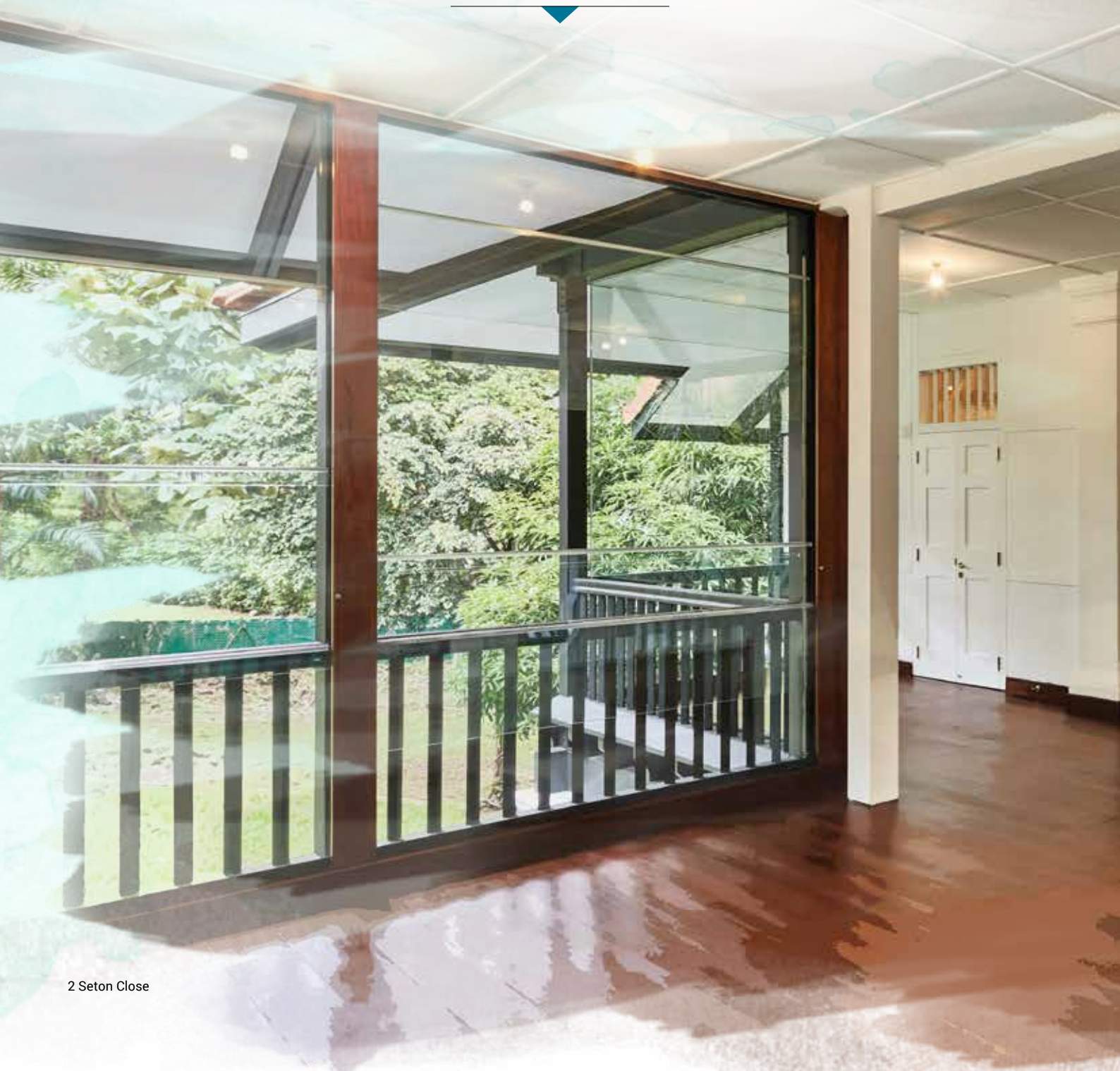


Land, Our Canvas

Singapore Land Authority | Annual Report 2017/2018

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2 Seton Close

Land is our canvas, and it holds great potential to be transformed into a beautiful work of art. From creating lively and vibrant spaces where the community can come together, to providing platforms that support sustainability efforts – these “canvases” hold unlimited possibilities. As the custodian of State land and properties, we colour the nation’s landscape through creative and innovative ways that contribute to the social and economic development of Singapore.



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Corporate Profile



Pasir Panjang Power Station

The Singapore Land Authority (SLA) is a statutory board under the Ministry of Law. Formed on 1 June 2001, its mission is to optimise land resources for the social and economic development of Singapore.

SLA manages about 11,000 hectares of State land and about 5,000 State properties, which include residential, industrial and institutional buildings. Through interim use planning in support of our nation's economic and social needs, we are able to maximise the use of vacant State land and properties in creative and innovative ways. We collect and market land-related information for the benefit of our customers by proactively leveraging cutting-edge technology.

As the national registration authority, SLA provides the framework for the implementation of the Government's land policies and puts in place the legal infrastructure that facilitates effective property transactions for businesses and the public. SLA issues and guarantees land titles in Singapore. SLA is also responsible for the creation and maintenance of the national land survey system, where boundaries or legal limits of properties are defined, based on a coordinated cadastre survey system.

SLA drives the use and development of geospatial information science and technology by fostering a national collaborative environment that encourages innovation, knowledge sharing and value creation among public agencies, private enterprises and the community.



VISION

Limited Land • Unlimited Space

CORE VALUES

- ✦ Nation First
- ✦ People Organisation
- ✦ Innovation and Dynamism
- ✦ Always Delighting Customers
- ✦ Integrity and Professionalism

MISSION

To optimise land resources for the economic and social development of Singapore.

We balance our economic and social needs while:

- ✦ ensuring the best use of State land and buildings,
- ✦ providing an effective and reliable land management system, including the issuance and guarantee of land titles and geospatial demarcation of land, and
- ✦ enabling the full use of land information for better land management and creation of new business opportunities.

Message From Chairman And Chief Executive

As we take stock of 2017, the oft-held adage that we are living in an unpredictable world inhabited by black swans and grey rhinos cannot be more true.

In this increasingly volatile and uncertain operational environment, the Singapore Public Service has embarked on the next phase of development, characterised by innovation, adaptability, integrity and values, to better serve Singapore and Singaporeans. Interconnectivity and the disruption to traditional workflows and mindsets, accelerated by technology, has forced many of us to adapt and change mindsets. And it has also raised our citizens' expectations for public service delivery. But at the same time, it has given us a prime opportunity to improve and enhance ourselves. As the regulatory agency for State land and property ownership, a vital resource in our land-scarce nation, it is imperative that all of us at the Singapore Land Authority (SLA) continue to build an organisation that is relevant and future ready to serve the public in a pro-enterprise and pro-active manner.

Today, SLA is deepening our in-house capabilities, with a focus on people development and embracing technology to help us serve our customers better. Our commitment to being Future Ready sees us driving geospatial innovation by setting up an innovation hub – GeoWorks – and developing Virtual Singapore together with our 3D national mapping efforts in our journey towards a Smart Nation.

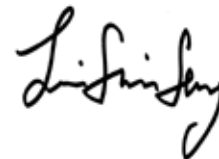
Our innovative solutions extend to the use of new technology to raise productivity in the management of State land and properties, and propel us towards a truly paperless property registration and conveyance process.

This year, we also launched the SLA Service Charter which puts the customer at the centre of everything we do. Being service-oriented and citizen-centric means speaking with one voice as One Public Service, working across agencies to solve issues and problems faced by our citizens. We are heartened that our efforts have paid off, as SLA was ranked 1st place in the Pro-Enterprise Ranking (PER) Survey in 2017, and our staff recognised for excellence in Municipal Services at the Municipal Services Awards 2017 organised by the Municipal Services Office (MSO). This would not have been possible without the firm commitment and dedication from SLA staff who serve daily on the frontline as our ambassadors, giving that additional personal touch to the work we do.

Our roles have continued to evolve. State land and properties hold tremendous potential and possibilities. As its custodian, we constantly challenge ourselves to creatively transform these spaces and unlock value from State land and properties. We believe in the value of creating communities. Taking on the role of interim use master planner, SLA has embarked on various place-making initiatives, from co-creation and consultation with grassroots organisations on the

conversion of unutilised State land to recreational spaces for the benefit of the community, to conducting guided tours that offer the public rare access to heritage State properties, and working with our tenants and relevant stakeholders to inject vibrancy into the property clusters we manage, Chip Bee Gardens and Tanglin Village to name a few.

At SLA, we recognise that transformation is a collective responsibility and a continuous process. We must and will strive to do better to serve our citizens today and the future generations to come. We are pleased to present the SLA Annual Report 2017/2018. We hope you will enjoy reading it.



Lim Sim Seng
Chairman



Tan Boon Khai
Chief Executive

“At SLA, we recognise that transformation is a collective responsibility and a continuous process. We must and will strive to do better to serve our citizens today and the future generations to come.”

– Mr Tan Boon Khai
Chief Executive

– Mr Lim Sim Seng
Chairman



Board Members

Chairman



Mr Lim Sim Seng

Group Executive
DBS Bank Ltd

Chairman
Singapore Land Authority

Mr Lim is the Group Executive and country head of DBS Singapore. Mr Lim also serves as the Chairman of DBS Vickers Securities Holdings Pte Ltd. Mr Lim holds board directorships at ASEAN Finance Corporation Limited, Nikko Asset Management Co., Ltd in Japan, and ST Engineering Ltd and chairs ST Aerospace. He also sits on the Board of Governors at Nanyang Polytechnic. He is the High Commissioner to Federal Republic of Nigeria.

Mr Lim is Chairman of the Human Resource Committee.

Deputy Chairman



Mr Yeoh Oon Jin

Executive Chairman
PwC Singapore

Deputy Chairman
Singapore Land Authority

Mr Yeoh has considerable experience in auditing a wide range of listed companies as well as providing advice on corporate acquisitions and restructuring. He has held key leadership positions over his 30+ years at PwC. Mr Yeoh serves as a Council member of the Singapore Business Federation as well as a Board member of the Kidney Dialysis Foundation. He is currently a member of the Institute of Chartered Accountants in England and Wales, as well as the President of CPA Australia, Singapore Chapter. He also holds the position of Treasurer at the Singapore Institute of International Affairs.

Mr Yeoh is Chairman of the Finance and Investment Committee (with effect from 1 August 2017).



Mr Philip Yuen

Chief Executive Officer
Deloitte Southeast Asia & Singapore

Mr Philip Yuen has over 30 years of public accounting experience in the United Kingdom and Singapore. Prior to his election as CEO of Deloitte Southeast Asia on 1 June 2016, Mr Yuen held various key leadership positions in Deloitte Southeast Asia and Singapore.

Mr Yuen is a Chartered Accountant of Singapore and a Member of the Institute of Chartered Accountants in England and Wales. He is a Fellow Member of CPA Australia. He is a Board member of the Institute of Technical Education and Chairman of its Audit and Risk Committee, and a Member of the Board of Governors of Northlight School.

Mr Yuen is Chairman of the SLA Board's Audit Committee.

Members



Dr Chong Yoke Sin

Chief, Enterprise Business Group
StarHub

Dr Chong has over 30 years' experience in the IT industry. She currently leads the enterprise business group at StarHub. She was previously the CEO of Integrated Health Information Systems which architects, manages and operates highly integrated medical and administrative systems across Singapore's public healthcare sector, as well as the CEO of NCS, the largest systems integration company in Singapore, where she played an instrumental role in its growth as a regional IT company with businesses in China, Australia, the Middle East and South East Asia. She led the healthcare IT industry as Chair of Healthcare Information and Management Systems Society (HIMSS) Asia Pacific Governing Council. She is a Board member of Republic Polytechnic, National Kidney Foundation (NKF), Mt Alvernia Hospital Technology Strategy Committee and SGTech. She also chairs the Board of Accel Systems & Technologies Pte Ltd.

Dr Chong is Chairwoman of the SLA Board's Technology Advisory Committee.

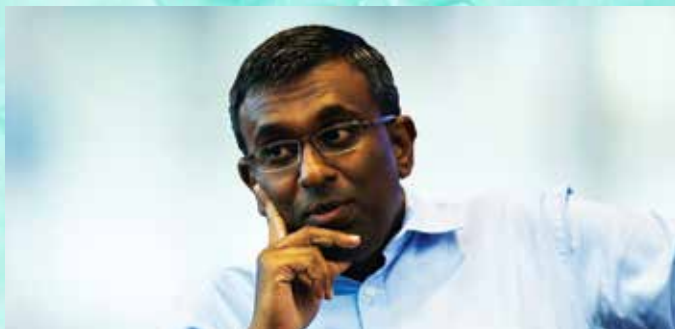


Mr Lai Huen Poh

Senior Managing Director
RSP Architects Planners & Engineers (Pte) Ltd

Mr Lai Huen Poh brings more than four decades of experience to RSP as a key member of the management team and head of the engineering division. He has been instrumental in charting the strategic direction and business performance of the firm and steering its expansion to India and Dubai. Mr Lai is a Registered Professional Civil Engineer, a UK Chartered Engineer, and member of several associations including the Association of Consulting Engineers, the Institute of Civil Engineers, and the Singapore Structural Steel Society. He is a Board member of the Building and Construction Authority (BCA) Singapore and a sitting expert on the BCA Academy Advisory Panel. He also sits on the Pro-Enterprise Panel, HDB Advisory Panel and Real Estate Developers' Association of Singapore (REDAS) Advisory Panel. For his contribution to the nation through his service on the Strata Titles Board, the Ministry of National Development conferred upon him the Meritorious Service Award (Pingat Bakti Masyarakat) in 2011.

Mr Lai is a member of the SLA Board's Audit Committee.



Mr Walter Fernandez

Editor-in-Chief, MediaCorp

Mr Fernandez is the Editor-in-Chief of MediaCorp. He oversees all news and current affairs content across all of MediaCorp's television, newspaper, radio and digital platforms. He started his career in journalism at the Singapore Press Holdings before moving to MediaCorp in 2001. He was previously the Executive Editor at Channel NewsAsia, before taking over as Editor of TODAY and concurrently Managing Director of MediaCorp Press. He assumed his current appointment as Editor-in-Chief in July 2013. Mr Fernandez is also a member of the Board of Directors of Maritime Port Authority, MCN International Pte. Ltd. and MCN International (India) Pte. Ltd.

Mr Fernandez is a member of the SLA Board's Human Resource Committee.



Mr Ang Cheng Hock

Senior Counsel
Partner, Allen & Gledhill LLP

Mr Ang was called to the bar in 1996 and appointed Senior Counsel in 2009. His practice spans a wide range of civil and commercial litigation disputes, as well as arbitration matters. He has been recommended by leading publications like The Legal 500, Chambers Asia Pacific and Who's Who Legal for his expertise as a litigator.

Mr Ang is a member of the SLA Board's Audit Committee. Mr Ang stepped down from the Board on 30 April 2018 because he was appointed a Judicial Commissioner of the Supreme Court of Singapore with effect from 14 May 2018.



Mr Han Kok Juan

Deputy Secretary
Ministry of Law

Mr Han is the Deputy Secretary of the Ministry of Law. Prior to this, he held various appointments in the public service, including in National Development, Trade and Industry, Finance and Health. He currently also sits on the Boards of the Civil Aviation Authority of Singapore (CAAS), the Intellectual Property Office of Singapore (IPOS), the Singapore International Mediation Centre, the Singapore International Mediation Institute, Maxwell Chambers, Maxwell Arbitration Holdings, the Community Justice Centre, the Singapore International Dispute Resolution Academy and the SAL Ventures Ltd.

Mr Han is a member of the SLA Board's Finance and Investment Committee and Human Resource Committee.



Mr Mok Wei Wei

Managing Director
W Architects Pte Ltd

Mr Mok's numerous architectural projects have received both local and international critical acclaim, and have been featured in many regional and international publications. Mr Mok's works have also been exhibited internationally at the Venice Architectural Biennale (2005 and 2006) and the Aedes Gallery, Berlin (2006 and 2013). In recognition of his contributions to Singapore's architectural scene, he was conferred the President's Design Award (Designer of the Year) in 2007, the nation's highest honour for design. He is currently appointed Professor in Practice at the Department of Architecture, National University of Singapore (NUS).

Mr Mok is a member of the SLA Board's Technology Advisory Committee.



Mr Ho Chee Pong

Director-General
Singapore Customs

Prior to his appointment at the Singapore Customs in 2014, Mr Ho was the Senior Director of Human Capital in the Public Service Division (PSD), Prime Minister's Office (PMO), from 2011 to end 2013. Over the last 30 years, Mr Ho has served in various leadership positions in the public sector covering areas such as policy formulation, industry regulation, emergency planning, community development and human resource. He sits on the Executive Committee of the Civil Service Club.

Mr Ho is a member of the SLA Board's Human Resource Committee.



Mr Tan Boon Khai

Chief Executive
Singapore Land Authority

Mr Tan is the Chief Executive of SLA. Prior to this, he was with the CapitaLand Group from 2010 to 2015 where he held senior management positions, including Regional General Manager (Singapore and Malaysia) for The Ascott Limited. He is a lawyer by training and was previously with the Singapore Legal Service, holding appointments including District Judge in the former Subordinate Courts of Singapore and Deputy Senior State Counsel/Deputy Public Prosecutor in the Attorney-General's Chambers of Singapore.

Mr Tan is a member of the SLA Board's Human Resource Committee, Technology Advisory Committee and Finance and Investment Committee.



Ms Lock Yin Mei

Partner
Allen & Overy LLP

Ms Lock is qualified to practice law in Singapore, England and Wales and the State of New York, with an area of practice that covers cross-border capital markets, mergers and acquisitions, and regulatory advice. Ms Lock has been serving on the Board of the National Healthcare Group since 2014. She is also a member of the Compliance Committee (Continuing Professional Development) of the Singapore Institute of Legal Education, the Advisory Board for Real Estate Programme at Singapore Management University and the Companies Act Working Group of the Accounting and Corporate Regulatory Authority.

Ms Lock is a member of the SLA Board's Finance and Investment Committee.



Mr Loh Lik Peng

Founder & Owner
Unlisted Collection

Mr Loh runs the Unlisted Collection, an umbrella brand comprising six boutique hotels and twenty-one restaurants in Singapore, London, Shanghai and Sydney. He is a well-known hotelier, restaurateur, and entrepreneur. Prior to the Unlisted Collection, he was a corporate litigator, and an entrepreneur who has successfully set up various ventures across Singapore, Shanghai, Sydney and London. He is the 1st Vice President of the Singapore Hotel Association, the Chairman of Singapore Cruise Centre and the Chairman of the Asian Civilisations Museum and the Peranakan Museum.

Mr Loh is a member of the SLA Board's Technology Advisory Committee. (with effect from 1 August 2017)



Ms Margaret Goh

Member
Sentosa Cove Committee

Ms Goh has extensive experience in the real estate industry, serving in various senior appointments before she retired. Her last appointment was Group Managing Director, GuocoLand Singapore, until Aug 2014. Prior to this, Ms Goh served as the Chief Executive Officer of Special Projects at CapitaLand Ltd, and held senior appointments at NTUC Choice Homes Co-operative Ltd, Sentosa Cove Pte Ltd, City Developments Ltd, Pontiac Marina Pte Ltd and Hong Leong Holdings Ltd.

Ms Goh is a member of the SLA Board's Audit Committee. (with effect from 1 August 2017)



Ms Marina Chin

Joint Managing Partner
Tan Kok Quan Partnership

Ms Chin is a Joint Managing Partner of Tan Kok Quan Partnership, a Singapore-based law firm. She is the Co-head of its Disputes practice. Ms Chin has been an Advocate and Solicitor of the Supreme Court of Singapore since 1990. She brings with her over 28 years of experience handling litigation and arbitration, having acted for and advised market participants on disputes and general business matters across a broad spectrum of industry sectors in Asia. Ms Chin is the recipient of the Euromoney Legal Media Group Asia Women in Business Law Awards 2016 – Best in Dispute Resolution award. She is also ranked for Dispute Resolution by The Legal 500 Asia Pacific.

Ms Chin is a member of the SLA Board's Audit Committee (with effect from 21 September 2018).

Executive Management



Tan Boon Khai

Chief Executive
Commissioner of Lands

Mr Tan was appointed Chief Executive of SLA since May 2015. He holds the concurrent statutory appointment of Commissioner of Lands.



Simon Ong

Deputy Chief Executive
Controller of Residential Property

Mr Ong oversees GeoSpatial and Corporate matters. He holds the concurrent statutory appointment of Controller of Residential Property and is responsible for the Land Dealings Approval Unit.



Bryan Chew

Assistant Chief Executive
(Legal and Regulatory)
Registrar of Titles & Deeds

Mr Chew oversees Legal, Land Titles and Land Survey matters. He holds the concurrent statutory appointment of Registrar of Titles & Deeds.



Thong Wai Lin

Assistant Chief Executive
(Land Operations)
Assistant Commissioner of Lands

Ms Thong oversees the Land Acquisition and Purchase, Land Transfer and Land Sale, and Land Asset Management Divisions. She holds the concurrent statutory appointment of Assistant Commissioner of Lands. She is responsible for policies relating to land rejuvenation, land sale and management of State land.



Soh Kheng Peng

Chief Surveyor
Director, Land Survey Division

Mr Soh oversees the Land Survey Division which carries out mapping and is in charge of all boundary and strata surveys. The Division also runs the National Satellite Positioning Infrastructure that support positioning using GNSS. He holds the concurrent statutory appointment of Chief Surveyor.



Ng Siau Yong

Director, GeoSpatial & Data
Division

Mr Ng oversees the GeoSpatial and Data Division which is responsible for establishing and implementing the national geospatial development framework and initiatives. Apart from formulating geospatial policies and governance, his team develops and operates government-wide geospatial platforms and programmes such as GeoSpace, OneMap, GeoFund and GeoInnovation Fund.



June Celine Low

Director, Land Titles Registry
Senior Deputy Registrar of Titles
and Deeds

Ms Low oversees the Land Titles Registry which maintains the ownership records of all real estate in Singapore. She holds the concurrent statutory appointment of Senior Deputy Registrar of Titles and Deeds.



Nelson Liew

Director, Outsourced Leasing and
In-House Leasing Division

Mr Liew oversees the outsourced leasing and in-house leasing functions. He is responsible for the leasing and management of residential and commercial State properties for interim use.



Tang Kwang Boon

Director, Finance and Corporate
Services Division

Mr Tang oversees Finance, Managing for Excellence, Office Services and Procurement Services. He is also the Quality Service Manager and Corporate Secretary to the SLA Board of Directors.



Manimegalai Vellasamy

Director (Legislation and Projects),
Legal Division

Ms Manimegalai oversees the Legal Division which provides legal advisory services on policy and all civil, corporate and commercial matters involving SLA.



Wee Wern Chau

Director, Information
Technology Division

Mr Wee oversees the Information Technology Division to enable SLA to achieve its mission through strategic use of innovative and sustainable Infocomm Technology.



Er Chye Har

Director, Human Resource
Division

Ms Er oversees the Human Resource Division which is responsible for talent management and development to build organisational capability and drive employee performance.

Transforming Spaces

By Unlocking Value From State Land And Properties

State land hold tremendous potential and possibilities. As the custodian of State land and properties, SLA is constantly coming up with innovative ways to creatively **transform** these **spaces** to benefit the community.



26 to 36 Orchard Road



Ng Beow Leng at 26 to 36 Orchard Road

"The tender at 26, 28, 30, 32 & 36 Orchard Road brought Price-Quality evaluation standards to a new level through the recognition of capital that the tenderers would invest into the properties, and introduced a new dimension to interim use planning by incorporating social good into the State property usage."

– **Ng Beow Leng**
Assistant Manager
Business Planning & Development

National Development

2017 opened with the joint announcement with the Immigration & Checkpoints Authority (ICA) on the acquisition of Woodlands Point and the former Woodlands Cinema at Old Woodlands Town Centre for the extension of Woodlands Checkpoint. Together with the relevant agencies, we have also been assisting affected land owners at Murai Farmway whose land was acquired for the expansion of Tengah Air Base.

First Independent Price and Quality Tender

SLA launched its first independent Price and Quality (PQ) tender for the State properties along 26 to 36 Orchard Road in May 2017. The independent PQ tenders provided SLA greater flexibility in curating the uses and tenants at State properties, similar to previous PQ tenders conducted in collaboration with partner agencies.

Weightage accorded to non-price factors such as investment towards asset enhancement and business sustainability ensure that the successful tenderer commits funds to upkeep the State properties and inject new concepts and social good into the property.

Supporting Sustainability

SLA is constantly seeking opportunities to support Singapore's efforts in going green. Since 2014, SLA has been working with Public Utilities Board (PUB) and Economic Development Board Singapore (EDB) on a test-bed for floating solar panels at Tengeh Reservoir. There are plans to further explore test-bedding of floating photovoltaic systems at other locations.

In line with Singapore's electro-mobility initiative, SLA worked with Land Transport Authority (LTA), Housing & Development Board (HDB), Urban Redevelopment Authority (URA) and JTC Corporation (JTC) on the BlueSG electric car roll-out across the Island. As the electric cars and their charging terminals are located at carparks with Temporary Occupation Licences from SLA, SLA took the initiative to study the business model and subsequently implemented an innovative charging mechanism in 2017 for electric vehicles to park and charge within the carparks.

Proactive Engagement with Residents

In June 2017, SLA proactively engaged the residents of 191 terrace houses at Lorong 3 Geylang, whose 60-year leases expire on 31 December 2020.

SLA officers went house-to-house to notify residents of the upcoming lease expiry and introduced them to the designated SLA officers who would guide them through the lease expiry process. Letters were also sent to the owners. After the house visits, SLA officers also scheduled separate sessions with each household to discuss their housing situation to ensure no one would be left without options. SLA will continue to guide the residents and owners through the lease expiry process.

"In our interaction with affected owners, we strive to thoroughly understand their worries and concerns. This helps us provide the necessary assistance to guide the owners through the process."

– **Nicholas How**

Assistant Manager

Land Sale & Lease Management 1



Nicholas How at Lorong 3 Geylang





Bernard Loh at the space under West Coast Viaduct which was converted into an archery range



"The space under West Coast Viaduct demonstrates that with creativity, we can transform spaces and unlock their potential to benefit the community."

– Bernard Loh
Senior Executive
Business Planning & Development



Joanna Tang at the show house at 14 Mornington Crescent

"We are constantly looking into new ways to engage potential tenants and showcase the unique features of our State properties. The show house at 14 Mornington Crescent allows tenants to experience it in a live-in condition and allows them to better envision the potential of the property."

– Joanna Tang
Head
Outsourced Leasing





(Top & bottom) Fully furnished interior of the show house at 14 Mornington Crescent





Kiew Jay Joel and Quah Jun Hui at COMO Dempsey, a lifestyle and retail complex located at Dempsey Hill

"We are constantly working on enhancing the identity of the Tanglin Village cluster. The arrival of COMO Cuisine and Dover Street Market at Dempsey Hill have further enhanced its status as one of the most unique lifestyle and retail destinations in Singapore."

– Kiew Jay Joel
Assistant Manager
Business Planning & Devt

– Quah Jun Hui
Assistant Manager



(Top & bottom) Interior views of COMO Dempsey



Creating Communities Through **Interim Use Master Planning**

SLA believes in the value of ***creating communities***. Taking on the role of interim use master planner, we embarked on various place-making initiatives that range from converting underutilised spaces for community uses, to working with our stakeholders to inject vibrancy in the communities we manage.



Residential units at Chip Bee Gardens



Kusu Island



Lazarus Island



Turtle hatchlings on Southern Islands making their way to sea

Management of Offshore Islands

SLA took over the management of ten offshore islands from Sentosa Development Corporation (SDC) in March 2017. Since then, SLA has made multiple improvements to the management of the islands.

In October and November 2017, SLA organised the Kusu Pilgrimage Season (KPS) for the first time. Close to 40,000 visited the island during KPS to pay their respects at the island's Chinese temple and Keramat. In the area of wildlife conservation, SLA collaborated with the National Parks Board (NParks) to safeguard a turtle nest until the hatchlings were safely released into the sea. SLA also worked with the Cat Welfare Society (CWS) to rescue trapped cats at Pulau Hantu.



St John's Island



Yvonne Nia gathering feedback from a resident of Chip Bee Gardens

"Chip Bee Gardens is a unique enclave made up of a tightly-knit community of local craftsmen and businesses. This was made possible by our constant engagement with the community to strengthen the estate's identity and vibrancy."

– Yvonne Nia
Head
Outsourced Leasing



Residential units at Chip Bee Gardens



Sim Sze-wei and Lim Hui Yan from SLA's Business Planning & Development at Chip Bee Gardens

Community-building at Chip Bee Gardens

SLA has been piloting new ways to enhance the marketability of the residential properties at Chip Bee Gardens. Its first fully-furnished residential rental show-house was completed in February 2017, and a street block of five residential terrace houses were fitted with air-conditioning, cabinets, curtains and white goods in September 2017.

Other marketing initiatives for the estate include place-making efforts such as its very first Block Party and a pop-up charity arts museum. In March 2018, 10 terrace units were fitted out showcasing the best of local and international design and a street was pedestrianised for SG Design Week District Design Dialogue Holland Village in Chip Bee Gardens. A highly-visible art mural spanning the rear of Block 43 Jalan Merah Saga was also painted. These efforts to inject vibrancy and solidify Chip Bee Gardens' position as a maker's village have borne fruit, as seen in the organic growth in the array and quality of tenants.

A management office was also set up as a convenient point of contact for tenants to seek assistance and provide feedback.



Art mural at Blk 43 Jalan Merah Saga



SG Design Week display at Chip Bee Gardens



Jerome Lim and Cheryl Lim at the Pasir Panjang Power Station

"Although initiated by SLA, the success of the series was made possible by the contributions from the community, which includes heritage enthusiasts, architects and people who used to live and work in these places of history."

– Cheryl Lim
Manager
Corporate Communications

Discovering Singapore's Best Kept Secrets

Between July and November 2017, SLA collaborated with heritage blogger Mr Jerome Lim of *"The Long and Winding Road"* to conduct a series of guided visits to eight selected State properties. During the visits, participants were given rare access to the sites and an introduction to the State properties to gain a deeper understanding of their historical and architectural significance.

Beyond raising awareness of our nation's State properties and their heritage, SLA benefitted from the ideas generated by the public on possible uses for vacant State properties.



Pasir Panjang Power Station



Participants of Discovering Singapore's Best Kept Secrets

Launch of SLA's Service Charter and inaugural Service Appreciation Day

The journey towards greater service excellence took a big step forward with the launch of SLA's Service Charter during the Workplan Seminar on 23 March 2018. The Service Charter sets out the Service Principles and Behaviours expected of all SLA officers in serving both internal and external stakeholders. We also held SLA's inaugural Service Appreciation Day, where Senior Management took turns to serve snacks to officers, in recognition of their service efforts.



CE and staff at SLA's inaugural Service Appreciation Day



SLA Chairman with SLA Service Mascot - Beary

Future Ready For A Smart Nation

Our commitment to being **Future Ready** sees us driving Geospatial innovation and 3D mapping for Virtual Singapore as part of our country's Smart Nation vision. Our innovative solutions extend to the use of cutting-edge technology in the management of national land and property registration, as well as in our processes and service delivery to our stakeholders.



Productivity On The Go

SmartLAMd, the third-generation mobile application, was launched in April 2017, paving the way for a more mobile workforce. The revamped app runs on iPad mini and is equipped with new functions and features such as faster loading speeds and offline mode access. It is also interfaced with SLA's Customer Feedback System. These upgrades allow the officers to perform their duties on the go, thereby raising their productivity and effectiveness.

Enhancements to State Property Information Online (SPiO)

SPiO was re-launched in September 2017. The refreshed portal is now mobile-friendly and customer-focused, offering more comprehensive and customised information. After the launch, there was close to a 200% increase in site hits within the first month. Further enhancements are in the pipeline and will be rolled out progressively.

Automated Registration of Electronically-Lodged Caveats

In August 2017, SLA enhanced our backend systems (STARS and ELS), to automate the registration of electronically-lodged caveats lodged against whole lots by purchasers and financial institution mortgagees. This initiative is in line with the overall vision to automate manual processes, thereby freeing up resources for other areas of work that are more complex in nature.

Launch of New OneMap

The mobile-centric New OneMap boasts a variety of base maps, location-based features such as Find Nearby which enables users to locate nearby amenities, as well as multiple modes of transport – including walking directions – for users to choose from.



Joseph Lau, Alan Zhu, Kyros Koh and Keyon Genesis Kanan at GeoWorks



"The New OneMap was designed with the user in mind. Its new interface allows quicker access to information. The mobile friendly features also enables users to access map information in an intuitive manner on-the-go."

– Joseph Lau, Alan Zhu, Kyros Koh, Keyon Genesis Kanan and Justin Chua (not in picture)
New OneMap Team

Singapore Advanced Map

Completed in July 2017, the Singapore Advanced Map (SAM) stores, maintains, and, above all, integrates various sources of map data, 3D city models, orthophoto, point cloud data, cadastre information, topographical survey data and existing 2D Geographic Information System (GIS) data for visualisation and analysis on one single platform. This integrated platform undergirds SLA's land administration and land management roles, as it has been deployed to provide essential information to officers for operation planning through the visualisation of State land and properties and increasing awareness of actual ground

conditions, which contributes towards risk management, decision making and policy formulation.

Phase 2 of MyProperty

The portal, with a new look and feel, now allows title searches for properties under development, while corporate entities can also log in with their CorpPass identity. Plans in the pipeline include the introduction of functions which will allow property owners to update their correspondence address online and receive alerts notifying them of any dealings relating to their properties.



Aw Tong Wee presenting on the Singapore Advanced Map

"The Singapore Advanced Map enables SLA officers to visualise land data and empowers them to make accurate decisions and formulate sound policies on land management and administration."



– Aw Tong Wee
Senior Land Survey Executive
Land Survey



Guest-Of-Honour Minister for Home Affairs and Law Mr K Shanmugam with the award recipients of OneMap IdeaWorks



The OneMap IdeaWorks exhibition and awards ceremony was held at Toa Payoh HDB Atrium



Minister Shanmugam with first prize winner, Mr Lim Xing Yi (Schools Category)

OneMap IdeaWorks

SLA initiated a three-month OneMap IdeaWorks campaign in July, which brought many community organisations, technologists and data scientists together to leverage geospatial information to solve every day issues. Innovative geospatial solutions were developed, with a total of nine awards handed out. At the awards ceremony, Mr K Shanmugam, Minister for Home Affairs and Law, reiterated the importance of geospatial as one of the key technologies underpinning Smart Nation initiatives.

INLIS Virtual Assistant

In September 2016, SLA's Smart Virtual Assistant, AskJamie, was launched on the INLIS portal. Since its launch, AskJamie@INLIS has seen a healthy growth in its usage rate. On average, it now handles between 200 to 300 queries monthly, which represents approximately 10% to 15% of all queries that come through the helpdesk in a month. To enhance its functionality, the range of information which the public can obtain through self-help was expanded in September 2017. Users can now inquire about their invoice status or check on all their Purchase Orders transacted, among others, via the Virtual Assistant.

Digitisation of HDB records

Since 2016, SLA has doubled its digitisation of HDB records to 46% as at end of 2017. Estimated to complete by end 2019, the project will realise SLA's goal of a fully digitised land-register for the whole of Singapore.

AWARDS AND ACCOLADES

1st in Pro-Enterprise Ranking Survey

After coming in first runner-up for two consecutive years in 2015 and 2016, SLA clinched top spot in 2017's Pro-Enterprise Ranking (PER) Survey. This award is a testament to SLA's unrelenting drive towards fostering an innovative and business-friendly regulatory environment. SLA will continue to step up its efforts in maintaining an overall pro-enterprise culture in a challenging and rapidly evolving landscape.

12th Singapore HR Awards 2017

SLA received the award for Leading HR Practices in the category of Learning & Development. Given out by the Singapore Human Resources Institute (SHRI), the award recognises how SLA has shown itself as an industry leader in planning for capacity building as well as managing its learning and development efforts through the effective use of various learning methodologies and technology.



SLA CE receiving the pro-enterprise ranking survey award from Senior Parliamentary Secretary for Education and Manpower Ms Low Yen Ling

OpenGov Recognition of Excellence (RoE) Award

The OpenGov RoE is awarded to government agencies in the ASEAN and ANZ regions that have achieved excellence through the use of Information and Communications Technology (ICT), and where ICT technologies have laid good foundations for a smarter, more agile, more efficient and more transparent government. Against this backdrop, SLA was one of 13 government agencies in Singapore recognised for efforts in propelling Singapore towards the Smart Nation vision.

Excellence in Municipal Services

SLA clinched two awards at the Municipal Services Award 2017.

Team Award

- ✓ SLA was part of a multi-agency taskforce formed to resolve the issue of indiscriminately-placed and stored items in Little India.

Individual Award

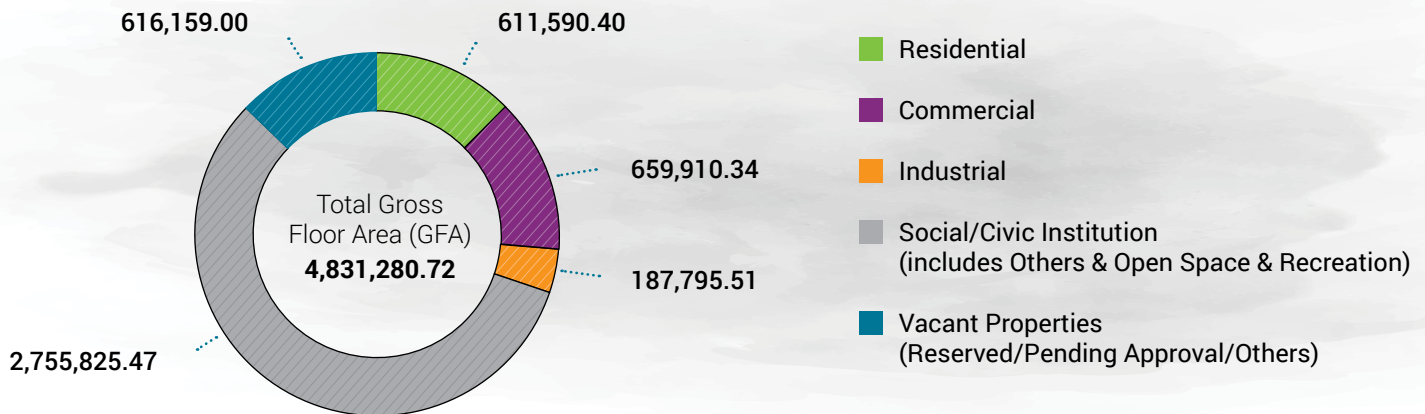
- ✓ Tony Soh from SLA's Estate Management team received the award in recognition of his efforts beyond the call of duty in helping citizens solve their problems.



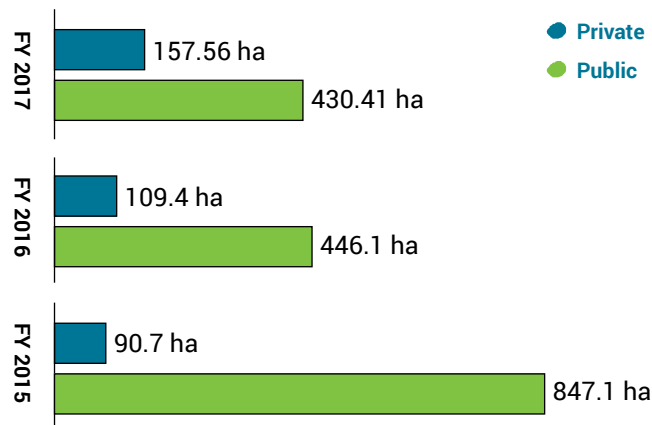
SLA senior management with our award winners

Corporate Performance

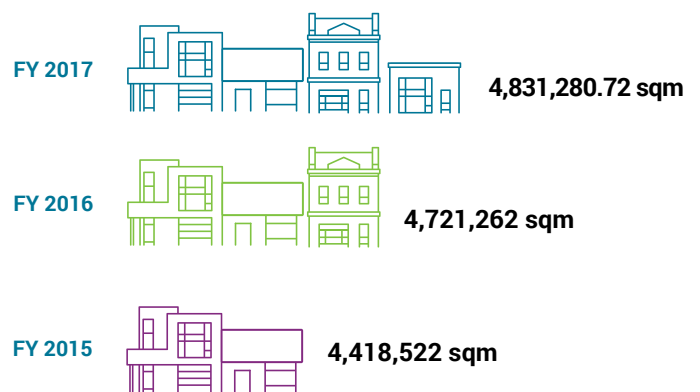
Breakdown by use of SLA-managed properties in estimated gross floor area



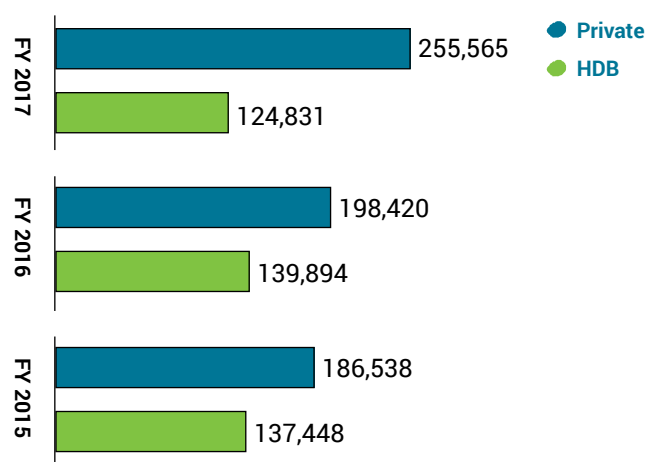
Total area of State land sold to private and public sector



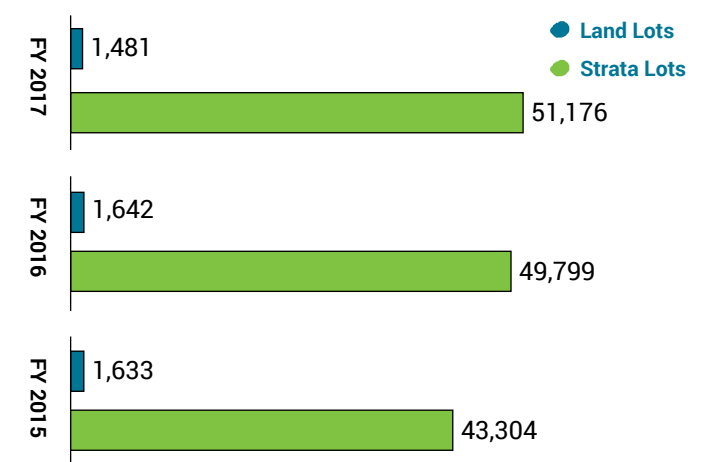
Total estimated gross floor area of State properties managed by SLA



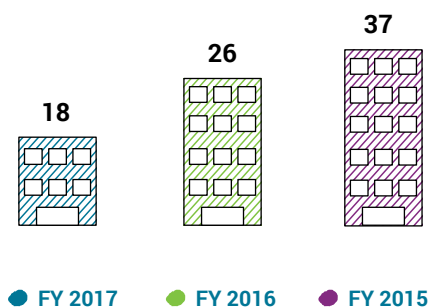
Registration of documents lodged for private and HDB properties



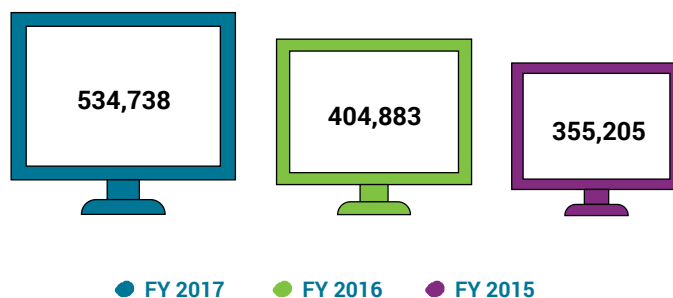
Approval of land and strata lots



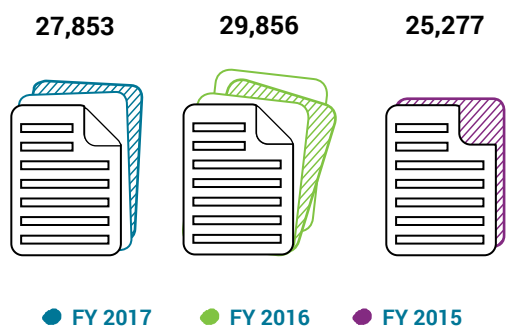
Number of State properties offered for public tender



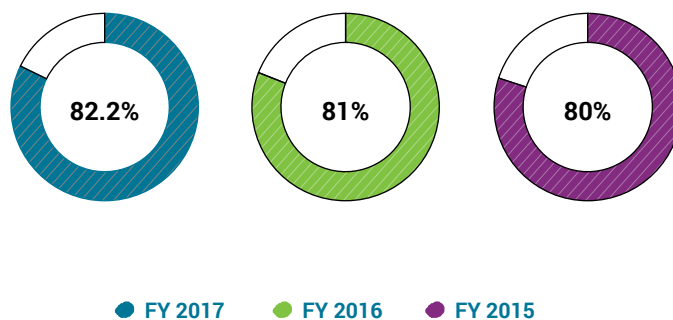
INLIS transaction volume



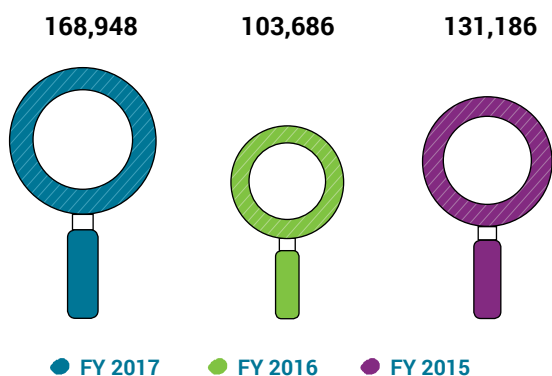
Issuance of title documents for completed private properties



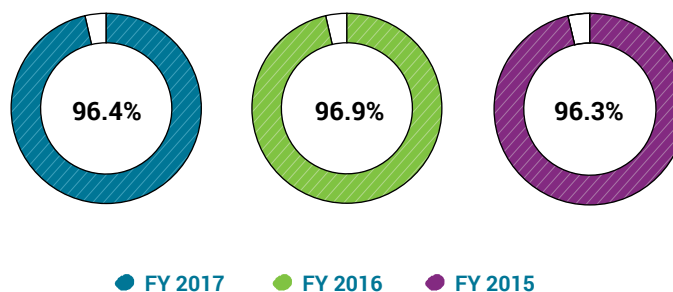
Efficiency indicators Average Utilisation rate of State land



Electronic searches (DIPS, STARS)

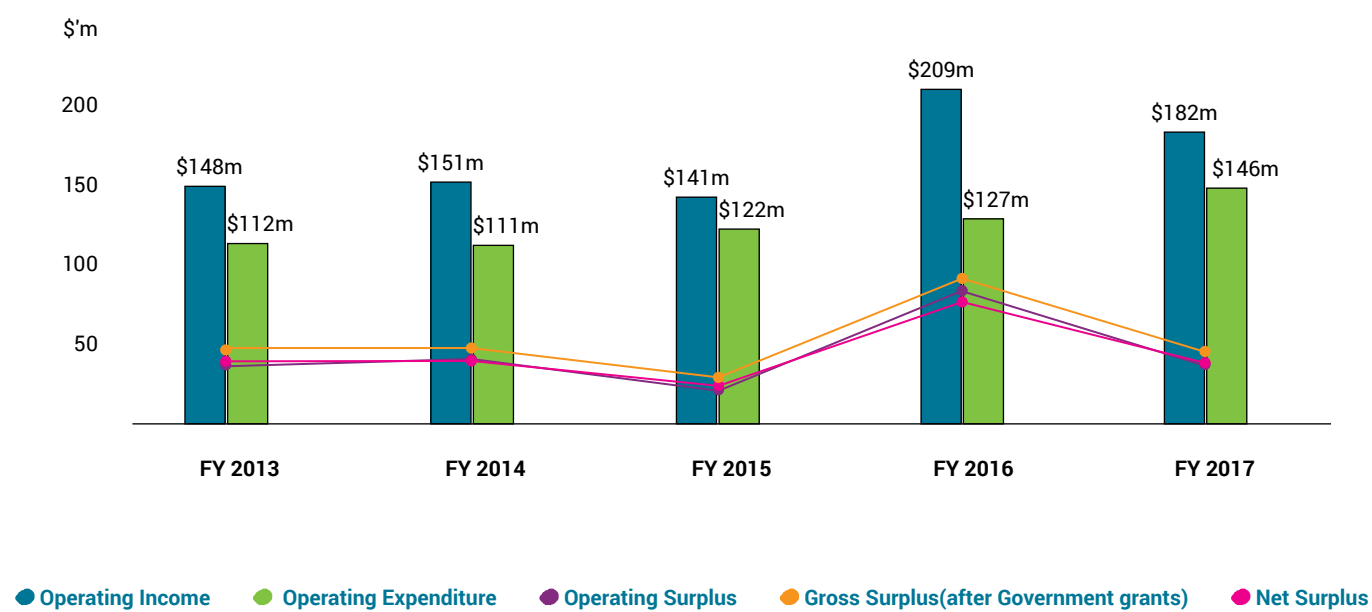


Average Occupancy rate of State properties (excluding non-marketable stocks)



Financial Review

5-Year Financial Summary



5-Year Financial Summary (\$'m)	FY2013	FY2014	FY2015	FY2016	FY2017
Operating Surplus	35.9	39.9	19.7	81.9	35.9
Gross Surplus (after Government grants)	45.9	46.4	28.1	90.7	45.3
Net Surplus	38.2	38.5	23.3	75.2	37.6

Financial Highlights

For FY2017, the Authority recorded a net surplus of \$37.6 million before other comprehensive income, a decrease of 50% over the \$75.2 million in FY2016.

Operating Income

The Authority's operating income comprised agency fees, regulatory fees, processing fees and other fees and charges. FY2017 operating income of \$182.2 million was lower by 13% (or \$27.1 million).



Operating Income	FY 2017 \$'m	FY 2016 \$'m	Increase/ Decrease \$'m	%
● Agency Fees	88.3	88.7	(0.4)	-
● Regulatory Fees & Charges	83.6	112.6	(29.0)	-26%
● Other Fees & Charges	10.3	8.0	2.3	29%
Total	182.2	209.3	(27.1)	-13%

Operating Expenditure

Operating expenditure of the Authority increased by 15% (or \$18.9 million) to \$146.3 million for FY2017.

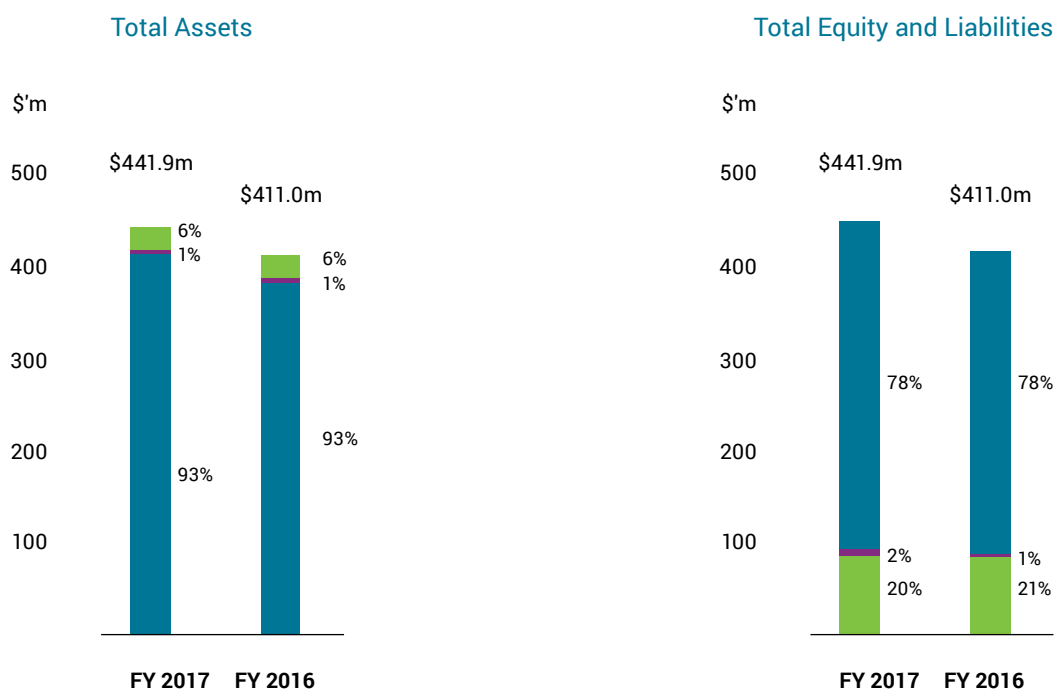


Operating Expenditure	FY2017 \$'m	FY2016 \$'m	Increase / (Decrease) \$'m	%
● Expenditure on Manpower	58.8	57.8	1.0	2%
● Maintenance of IT Systems & Services	23.7	21.5	2.2	10%
● Expenditure relating to Agency Functions	36.1	21.4	14.7	69%
● Rental Expenses	7.9	7.9	-	-
● Depreciation & Amortisation of Assets	8.2	7.3	0.9	12%
● Project & Professional Fees	3.5	3.7	(0.2)	-5%
● Others	8.1	7.8	0.3	4%
Total	146.3	127.4	18.9	15%

Financial Position

As at 31 March 2018, the Authority's financial position strengthened, with total equity at \$346.4 million, an increase of \$27.2 million from a year ago. This was mainly attributable to the net surplus of \$37.6 million for FY2017, offset by the dividend paid to Government of \$9.0 million in FY2017.

Total assets of the Authority stood at \$441.9 million, whilst liabilities totalled \$95.5 million.



Assets	FY2017	FY2016	Increase / (Decrease)	
	\$'m	\$'m	\$'m	%
Property, Plant & Equipment and Intangible Assets	24.8	23.0	1.8	8%
Other Non-Current Assets	3.4	6.1	(2.7)	-44%
Current Assets	413.7	381.9	31.8	8%
Total	441.9	411.0	30.9	8%

Equity & Liabilities	FY2017	FY2016	Increase / (Decrease)	
	\$'m	\$'m	\$'m	%
Equity	346.4	319.2	27.2	9%
Non-Current Liabilities	6.1	4.4	1.7	39%
Current Liabilities	89.4	87.4	2.0	2%
Total	441.9	411.0	30.9	8%

Corporate Governance



COMO Dempsey

The Singapore Land Authority Act (Cap.301) provides for the appointment of a Chairman, a Deputy Chairman and up to 20 other Board members.

Currently, the 14-member Board comprises appointees from both the public and private sectors, with expertise and experience in the following diverse fields: architecture, law, communications, business management, accounting practice, finance, regulatory compliance and government. Other than SLA's Chief Executive, the rest of the Board are non-executive members.

The Board has appointed from amongst its members, four Board Committees (Audit, Human Resource, Finance and Investment and Technology Advisory), each with its own specific terms of reference.

AUDIT COMMITTEE

The Audit Committee assists the Board in discharging its statutory responsibilities. It meets with SLA's internal and external auditors to review their audit plans, audit observations and the annual audited financial statements.

Chairman

Mr Philip Yuen

Members

Mr Lai Huen Poh
Mr Ang Cheng Hock (until 29 April 2018)
Mr Yeoh Oon Jin (until 31 July 2017)
Ms Margaret Goh (with effect from 1 August 2017)
Ms Marina Chin (with effect from 21 September 2018)

HUMAN RESOURCE COMMITTEE

The Human Resource Committee is responsible to the Board in ensuring that the Authority adopts sound, fair and competitive human resource policies and assists the Board with the development, succession planning and compensation framework.

Chairman

Mr Lim Sim Seng

Members

Mr Tan Boon Khai
Mr Han Kok Juan
Mr Walter Fernandez
Mr Ho Chee Pong

FINANCE AND INVESTMENT COMMITTEE

The Finance and Investment Committee assists the Board in reviewing the Authority's budget and spending, and strengthening its financial policies, so as to drive financial discipline and ensure financial sustainability in the long run. In addition, the committee reviews and strengthens the Authority's investment policies and monitor investment performance, balancing risk and returns.

Chairman

Mr Yeoh Oon Jin (with effect from 1 August 2017)
Mr Tham Kui Seng (until 31 July 2017)

Members

Mr Tan Boon Khai
Mr Han Kok Juan
Ms Lock Yin Mei

TECHNOLOGY ADVISORY COMMITTEE

The Technology Advisory Committee assists the Board in guiding and overseeing the Authority's technology strategies and overall direction for meaningful and innovative use of technologies to support SLA's functions and services.

Chairman

Dr Chong Yoke Sin

Members

Mr Tan Boon Khai
Mr Tham Kui Seng (until 31 July 2017)
Mr Mok Wei Wei
Mr Loh Lik Peng (with effect from 1 August 2017)

ERM FRAMEWORK

SLA has implemented the Enterprise Risk Management (ERM) framework within the organisation. The ERM framework is a structured process to better anticipate, identify and manage risks that may have an impact on business objectives and stakeholders' value. The ERM process comprises the following:

- ✍ Identify and assess risks
- ✍ Develop the organisation's risk profile and response
- ✍ Monitor and report risks and controls

The risk management process has been integrated with SLA's internal audit plan. Risk management within SLA is a continuous and developing process. The risks, controls and their indicators are reviewed on a regular basis to ensure continued relevance to the changing business environment.

INTERNAL AUDIT FUNCTION

The Internal Audit Department is an independent function that reports directly to the Chairman of the Audit Committee and administratively to the Chief Executive. A risk-based approach is used to develop the annual audit plan to ensure that all divisions/departments within SLA are reviewed at appropriate intervals to ensure alignment with corporate objectives and good governance practices. The audit plans are reviewed and approved by the Audit Committee.

EXTERNAL AUDIT FUNCTION

Ernst & Young LLP was appointed by the Minister for Law in consultation with the Auditor-General for audit of SLA's annual financial statements. The Auditor presents its audit plan annually to the Audit Committee. Following the audit, the Auditor reports its findings on significant audit, accounting and internal control issues and recommends improvements.

Financial Statements

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Statement By The Board

For the financial year ended 31 March 2018

In our opinion, the accompanying statement of financial position, statement of comprehensive income, statement of changes in the equity and statement of cash flows of the Authority as set out on pages 44 to 47 are drawn up so as to give a true and fair view of the financial position of the Authority as at 31 March 2018, and the financial performance, changes in equity and cash flows of the Authority for the financial year ended on that date.

On behalf of the Board,



Lim Sim Seng
Chairman



Tan Boon Khai
Chief Executive

27 June 2018

Independent Auditor's Report To The Member of Singapore Land Authority

For the financial year ended 31 March 2018

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Singapore Land Authority (the "Authority") which comprise the statement of financial position as at 31 March 2018, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Singapore Land Authority Act 2001 (No. 17 of 2001) (the "Act") and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the financial position of the Authority as at 31 March 2018 and of the financial performance, changes in equity and cash flows of the Authority for the financial year ended on that date.

Basis for opinion

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

Other information

Management is responsible for the other information. The other information obtained at the date of this auditor's report comprises the Annual Report and Statement by the Board, but does not include the financial statements and our auditor's report thereon.

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

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

Responsibilities of management's and those charged with Governance for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Independent Auditor's Report To The Member of Singapore Land Authority

For the financial year ended 31 March 2018

Auditor's responsibilities for the audit of the financial statements

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

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

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

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.

Independent Auditor's Report To The Member of Singapore Land Authority

For the financial year ended 31 March 2018

Report on other legal and regulatory requirements

Opinion

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Authority during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Authority whether purchased, donated or otherwise.

Basis for opinion

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

Responsibilities of management for compliance with legal and regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditor's responsibilities for the compliance audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

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



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
27 June 2018

Statement of Financial Position

As at 31 March 2018

	Note	31 March 2018	31 March 2017
		\$	\$
Assets			
Non-current			
Property, plant and equipment	4	7,368,888	6,181,839
Intangible assets	5	17,432,650	16,828,332
Held-to-maturity financial assets	6	3,000,000	5,750,000
Trade debtors, prepayments and other receivables	9	450,281	367,028
		28,251,819	29,127,199
Current			
Held-to-maturity financial assets	6	2,750,000	–
Financial assets at fair value through profit or loss	7	105,106,543	95,275,869
Derivative financial instruments	8	324,678	1,144,952
Trade debtors, prepayments and other receivables	9	21,739,497	41,325,401
Cash and cash equivalents	10	246,383,321	201,998,163
Restricted cash	11	37,374,905	42,173,760
		413,678,944	381,918,145
Total assets		441,930,763	411,045,344
Equity			
Capital	3	10,654,189	10,654,189
Accumulated surplus		335,761,445	308,568,928
Total equity		346,415,634	319,223,117
Liabilities			
Non-current			
Trade and other payables	12	1,572,682	920,429
Provision for pension	13	3,146,610	1,709,753
Deferred capital grants	14	1,420,223	1,801,070
		6,139,515	4,431,252
Current			
Derivative financial instruments	8	–	6,198
Trade and other payables	12	46,185,437	38,432,619
Provision for pension	13	34,694	34,694
Contribution to Government Consolidated Fund	15	7,714,286	15,429,338
Provision for Assurance Fund	16	35,441,197	33,488,126
		89,375,614	87,390,975
Total liabilities		95,515,129	91,822,227
Total equity and liabilities		441,930,763	411,045,344

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

Statement Of Comprehensive Income

For the financial year ended 31 March 2018

	Note	2017/2018	2016/2017
		\$	\$
Income			
Agency fees		88,329,827	88,746,617
Regulatory fees and charges		83,603,792	112,626,955
Processing and other fees		10,296,177	7,954,495
Total income		182,229,796	209,328,067
Expenditure			
Expenditure on manpower	17	(58,818,959)	(57,793,059)
Maintenance of IT systems and services		(23,729,847)	(21,535,103)
Expenditure relating to agency functions	18	(36,079,227)	(21,351,808)
Rental expenses		(7,869,418)	(7,956,874)
Depreciation expense	4	(2,291,427)	(2,091,063)
Amortisation expense	5	(5,950,241)	(5,197,835)
Office maintenance, supplies and services		(3,887,404)	(3,415,661)
Project and professional fees		(3,531,855)	(3,667,185)
Assurance Fund Contribution	16	(1,953,071)	(1,723,373)
Other operating expenses	19	(2,232,306)	(2,666,999)
Total expenditure		(146,343,755)	(127,398,960)
Operating surplus		35,886,041	81,929,107
Non-operating income - net			
Investment income - net	20	5,654,098	6,075,906
Other losses	21	–	(39,576)
Total non-operating income - net		5,654,098	6,036,330
Surplus before grants		41,540,139	87,965,437
Government grants			
Operating grants		3,173,639	2,369,611
Deferred capital grants amortised	14	614,374	320,079
Total government grants		3,788,013	2,689,690
Surplus before contribution to Government Consolidated Fund		45,328,152	90,655,127
Contribution to Government Consolidated Fund	15	(7,714,286)	(15,429,338)
Net surplus for the financial year		37,613,866	75,225,789
Other comprehensive income			
Items that will not be reclassified subsequently to income and expenditure:			
Remeasurement loss on defined benefit plan obligations	13	(1,407,349)	–
Other comprehensive income, net of tax		(1,407,349)	–
Total comprehensive income for the financial year		36,206,517	75,225,789

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

Statement Of Changes In Equity

For the financial year ended 31 March 2018

	Note	2017/2018	2016/2017
		\$	\$
Capital			
Balance at beginning of the financial year		10,654,189	10,459,649
Equity injection	22	–	194,540
Balance at end of the year		10,654,189	10,654,189
Accumulated surplus			
Balance at beginning of the financial year		308,568,928	233,343,139
Total comprehensive income for the financial year		36,206,517	75,225,789
Dividend paid to Government	22	(9,014,000)	–
Balance at end of the financial year		335,761,445	308,568,928
Total equity		346,415,634	319,223,117

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

Statement Of Cash Flows

For the financial year ended 31 March 2018

	Note	2017/2018	2016/2017
		\$	\$
Cash flows from operating activities			
Net surplus		37,613,866	75,225,789
Adjustments for:			
Depreciation of property, plant and equipment	4	2,291,427	2,091,063
Amortisation of intangible assets	5	5,950,241	5,197,835
Loss/(gain) on disposal of property, plant and equipment and intangible assets - net	19	749	(994)
Investment income - net	20	(5,654,098)	(6,075,906)
Government grants		(3,788,013)	(2,689,690)
Provision for pension	13	64,202	62,809
Contribution to Government Consolidated Fund	15	7,714,286	15,429,338
Assurance Fund Contribution	16	1,953,071	1,723,373
Loss on disposal of asset held for sale	21	–	35,900
		46,145,731	90,999,517
Change in operating assets and liabilities:			
Trade debtors, prepayments and other receivables		20,541,030	(16,219,334)
Trade and other payables		3,814,770	(3,997,739)
Provision for pension	13	(34,694)	(208,668)
Deposits relating to provision for Assurance Fund		(1,953,071)	(1,723,373)
Cash generated from operations		68,513,766	68,850,403
Contribution to Government Consolidated Fund		(15,429,338)	(4,813,761)
Net cash generated from operating activities		53,084,428	64,036,642
Cash flows from investing activities			
Interest received		3,944,872	3,088,781
Proceeds from disposal of property, plant and equipment		280	74,449
Proceeds from disposal of asset held for sale		–	1,210,000
Payments for purchase of property, plant and equipment		(2,804,486)	(1,764,150)
Payments for purchase of intangible assets		(2,640,930)	(5,894,378)
Net cash used in investing activities		(1,500,264)	(3,285,298)
Cash flows from financing activities			
Dividend paid to Government	22	(9,014,000)	–
Government grants received		1,814,994	2,974,631
Capital injection by Government	22	–	194,540
Net cash (used in)/provided by financing activities		(7,199,006)	3,169,171
Net increase in cash and cash equivalents		44,385,158	63,920,515
Cash and cash equivalents at beginning of the financial year		201,998,163	138,077,648
Cash and cash equivalents at end of the financial year	10	246,383,321	201,998,163

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

Notes To The Financial Statements

For the financial year ended 31 March 2018

1. General

Singapore Land Authority (the “Authority”), a Statutory Board under the Ministry of Law (“MinLaw”), was established in Singapore under the Singapore Land Authority Act 2001 (No. 17 of 2001) (the “Act”) on 1 June 2001. The Authority’s registered office is at 55 Newton Road #12-01, Revenue House, Singapore 307987.

The principal activities of the Authority are to:

- (a) optimise land resources for the social and economic development of Singapore;
- (b) manage all state land and buildings, land acquisitions, land sales and leases;
- (c) develop, maintain and market national land information;
- (d) issue title to land, register instruments and deeds and approve cadastral surveys; and
- (e) make available land for residential, commercial, educational, institutional, social and other related purposes.

There have been no significant changes in the nature of these activities during the financial year.

2. Significant accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards (“SB-FRS”) under the historical cost convention, except as disclosed in the accounting policies below.

2.2 Significant accounting estimates and judgements

The preparation of these financial statements in conformity with SB-FRS requires management to exercise judgement in the process of applying the Authority’s accounting policies. It also requires the use of certain accounting estimates and assumptions.

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Authority did not make any material judgements that have significant effect on the amounts recognised in the financial statements.

2.3 Interpretations and amendments to published accounting standards effective in 2017/2018

On 1 April 2017, the Authority adopted the new or amended SB-FRS and Interpretations to SB-FRS (“INT SB-FRS”) that are mandatory for application from that date. Changes to the Authority’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

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

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.4 Income recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Authority and the revenue can be reliably measured. The following specific recognition criteria must be met before revenue is recognised.

- (a) Income from agency fees and processing fees are recognised when services are rendered.
- (b) Regulatory fees and charges includes registration fees and extension charges. Income from registration fees are recognised when services are rendered. Extension charges are recognised in the financial period based on the terms of the extension.

2.5 Property, plant and equipment and depreciation

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

The initial cost of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any costs that are directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Cost may include the projected cost of dismantlement, removal or restoration if such obligation is incurred as a consequence of acquiring the asset.

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

Assets taken over from the former land departments, namely Land Office, Singapore Land Registry, Survey Department and Land Systems Support Unit, and the existing Computer Information Systems Department ("CISD") in MinLaw were valued on the following bases at the dates of transfer:

- (a) Assets under construction were valued at cost.
- (b) Other assets were transferred at their book values.

Assets under construction represent computerisation projects, addition and alteration works which have been capitalised and are stated at cost. These include cost of hardware and other direct costs. Assets under construction are not depreciated until such time as the relevant phases are completed and the assets are put into operational use.

Property, plant and equipment are depreciated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

Furniture and fittings, office equipment and office renovation	-	3 - 6 years
IT equipment	-	3 - 5 years
Motor vehicles	-	7 years
Plant and machinery	-	3 - 7 years

The residual values, estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the income and expenditure when the changes arise.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.6 Intangible assets and amortisation

Intangible assets acquired, which comprise computer software and application system, are initially capitalised at cost, which includes the purchase price (net of any discounts and rebates) and other directly attributable cost of preparing the asset for its intended use. Direct expenditure including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are recognised as an expense when incurred.

Intangible assets are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to income and expenditure using the straight-line method over their estimated useful lives of three to five years.

Assets under construction represent computerisation projects which have been capitalised and are stated at cost. These include cost of software and other direct costs. Assets under construction are not depreciated until such time as the relevant phases are completed and the assets are put into operational use.

The amortisation period and amortisation method of intangible assets are reviewed at least at each balance sheet date. The effects of any revision are recognised in income and expenditure when the changes arise.

Gains and losses on disposal of intangible assets are classified under 'other operating expenses' in income and expenditure.

2.7 Impairment of non-financial assets

At each balance sheet date, property, plant and equipment and intangible assets are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

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

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in income and expenditure.

An impairment loss for an asset is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised.

The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.8 Financial assets

(a) Classification

The Authority classifies its financial assets within the scope of SB-FRS 39 in the following categories: at fair value through profit or loss, loans and receivables and held-to-maturity. The classification depends on the nature of the asset and the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition and in the case of assets classified as held-to-maturity, re-evaluates this classification at each balance sheet date.

(i) Financial assets at fair value through profit or loss

This category has two sub-categories: financial assets held for trading, and those designated at fair value through profit or loss at inception. A financial asset is classified as held for trading if it is acquired principally for the purpose of selling in the short term. Financial assets designated as at fair value through profit or loss at inception are those that are managed and their performances are evaluated on a fair value basis, in accordance with a documented investment strategy. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are presented as current assets if they are either held for trading or are expected to be realised within 12 months after the balance sheet date.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are presented as current assets, except for those expected to be realised later than 12 months after the balance sheet date which are presented as non-current assets. Loans and receivables are presented as "trade debtors, prepayments and other receivables" (Note 9) and "cash and cash equivalents" (Note 10) on the balance sheet.

(iii) Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Authority's management has the positive intention and ability to hold to maturity. If the Authority were to sell a significant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. They are presented as non-current assets, except for those maturing within 12 months after the balance sheet date which are presented as current assets.

(b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date (the date on which the Authority commits to purchase or sell the asset).

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership. On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in income and expenditure. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to income and expenditure.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.8 Financial assets (cont'd)

(c) Initial measurement

Financial assets are initially recognised at fair value plus transaction costs except for financial assets at fair value through profit or loss, which are recognised at fair value. Transaction costs for financial assets at fair value through profit or loss are recognised immediately as expenses.

(d) Subsequent measurement

Financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables and held-to-maturity financial assets are subsequently carried at amortised cost using the effective interest method.

Changes in the fair values of financial assets at fair value through profit or loss including the effects of currency translation, interest and dividends, are recognised in income and expenditure when the changes arise.

(e) Impairment

The Authority assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired and recognises an allowance for impairment when such evidence exists.

Loans and receivables/Held-to-maturity financial assets

Significant financial difficulties of the debtors, probability that the debtors will enter bankruptcy, and default or significant delay in payments are objective evidence that these financial assets are impaired.

The carrying amount of these assets is reduced through the use of an impairment allowance account which is calculated as the difference between the carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. When the asset becomes uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are recognised against the same line item in income and expenditure.

The impairment allowance is reduced through income and expenditure in a subsequent period when the amount of impairment loss decreases and the related decrease can be objectively measured. The carrying amount of the asset previously impaired is increased to the extent that the new carrying amount does not exceed the amortised cost had no impairment been recognised in prior periods.

2.9 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank, and cash and short-term deposits held by the fund manager and the Accountant-General's Department under the Centralised Liquidity Management scheme for Statutory Boards and Ministries. The short-term deposits are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.10 Financial liabilities

Financial liabilities include trade payables to non-related and related parties, other payables and accruals, payable on purchase of investments managed by the fund manager, retention payable and deposits payable. Financial liabilities are recognised on the balance sheet when, and only when, the Authority becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value of consideration received less directly attributable transaction costs and subsequently carried at amortised cost using the effective interest method.

Gains and losses are recognised in income and expenditure when the liabilities are derecognised as well as through the amortisation process. The liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

2.11 Provisions

Provisions are recognised when the Authority has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in income and expenditure as finance expense.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in income and expenditure when the changes arise.

2.12 Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Contributions on the employees' salaries are made to the Central Provident Fund ("CPF") as required by law. The CPF contributions are recognised as expenses in the period when the employees rendered their services. The Authority has no further payment obligations once the contributions have been paid.

(b) Defined benefit plans

Defined benefit plans are post-employment benefit pension plans other than defined contribution plans. Pensionable employees who are transferred from the Civil Service to the Authority when it was established on 1 June 2001 are entitled to pension benefits in accordance with the provisions of the Pensions Act (Cap. 225, 2004 Revised Edition). Pension liability attributable to the services rendered by these employees prior to the establishment of the Authority will be paid by the Government and are excluded from the Authority's provision of pension.

The defined benefits obligations due to the pensionable officers are determined based on the last drawn salaries of the respective officers and the officers' cumulative service period served with the Authority at the time of retirement.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2. Significant accounting policies (cont'd)

2.12 Employee benefits

(b) Defined benefit plans (cont'd)

Provision for pension benefits recognised in the balance sheet is estimated by management based on the valuation of the defined benefits obligations performed by an independent firm of professional actuaries. The Authority's net obligation in respect of defined pension benefits due to the pensionable officers is calculated separately for defined pension benefit plan by estimating the present value of the amount for future benefit that employees have earned in return for their service in the current and prior periods. The discount rate has been used by reference to the market yields on Singapore Government Bonds and the calculation is performed taking into account factors such as mortality rates, retirement options and salary growth rate. As these assumptions may not be satisfied exactly as the fund progresses, a review is conducted once every three years.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period when they arise.

(c) Employee leave entitlement

Employees' entitlement to annual leave is recognised when it accrues to the employees. A provision is made for the estimated liability for unconsumed leave as a result of services rendered by employees up to the balance sheet date.

2.13 Functional and presentation currency

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

2.14 Foreign currency transactions

Transactions in a currency other than Singapore Dollar ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in income and expenditure.

Foreign exchange gains and losses impacting income and expenditure are presented under 'non-operating income'.

2.15 Leases

Operating leases - where the Authority is the lessee

Leases where substantially all risks and rewards incidental to ownership are retained by the lessors are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessors) are recognised in the income and expenditure on a straight-line basis over the period of the lease.

Contingent rents are recognised as an expense in income and expenditure when incurred.

Notes To The Financial Statements

For the financial year ended 31 March 2018

2.16 *Government grants*

Grants from the Government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Authority will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Government grants relating to assets are credited to a deferred income and classified as liability. The amount is released to income and expenditure over the expected useful life of the relevant asset.

2.17 *Contribution to Government Consolidated Fund*

In lieu of income tax, the Authority is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act. The annual contribution to the Fund is made based on the prevailing statutory corporate income tax rate and recognised as an expense in income and expenditure when incurred.

2.18 *Recognition of equity injection*

Equity injected by the Government for capital projects, in accordance with the Capital Management Framework (see Note 3) for Statutory Boards, is recognised in the financial year when the Authority's parent Ministry, Ministry of Law approves the claims for reimbursement of capital expenditure.

2.19 *Asset classified as held for sale*

A non-current asset is classified as an asset held for sale and carried at the lower of its carrying amount and fair value less costs to sell, if its carrying amount is recovered principally through a sale transaction, rather than through continuing use. The asset is not depreciated while it is classified as held for sale. Any impairment loss on initial classification and subsequent write-down to fair value less costs to sell is recognised as an expense. Any gain for subsequent increase in fair value less costs to sell (but not in excess of the cumulative impairment loss that has been previously recognised) is recognised in income and expenditure.

3. *Capital*

Operating assets and completed computerisation projects were transferred at net book value to the Authority when it was established. The values of these assets were settled by loan, cash and grant, and the remaining by way of equity injection from the Government. The shares are held by the Minister for Finance, the body incorporated by the Minister for Finance (Incorporation) Act. Based on the Capital Management Framework ("Framework"), the Authority will draw on accumulated surpluses and existing equity, debt, or additional equity injection from the Government, to fund capital projects. In return for the equity, the Government expects an annual return in the form of dividends. The dividends would be based on the cost of equity applied to the equity base, taking into account the investments the Authority had made to build additional capacity, and be capped at the Authority's annual accounting surplus.

Capital management

The Authority's objectives when managing capital are to safeguard the Authority's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise value. In order to maintain or achieve an optimal capital structure, the Authority considers its future capital requirements, prevailing and projected operating cash flows, projected capital expenditure and projected strategic investment opportunities.

The Authority is not subject to externally imposed capital requirements.

Notes To The Financial Statements

For the financial year ended 31 March 2018

4. Property, plant and equipment

	Furniture and fittings, office equipment and office renovation	IT equipment	Motor vehicles	Plant and machinery	Assets under construction	Total
	\$	\$	\$	\$	\$	\$
Cost						
At 1 April 2016	7,165,185	15,028,026	560,304	1,646,656	330,696	24,730,867
Additions	52,200	401,715	-	28,814	938,422	1,421,151
Disposals	(13,615)	(2,147,818)	(99,988)	(44,566)	-	(2,305,987)
Reclassifications	-	665,862	-	-	(665,862)	-
Reclassification to intangible assets	-	-	-	-	(160,656)	(160,656)
At 31 March 2017	7,203,770	13,947,785	460,316	1,630,904	442,600	23,685,375
Additions	11,634	498,644	-	-	2,968,198	3,478,476
Disposals	(39,336)	(1,162,712)	-	-	-	(1,202,048)
Reclassifications	88,230	760,627	-	161,535	(1,010,392)	-
At 31 March 2018	7,264,298	14,044,344	460,316	1,792,439	2,400,406	25,961,803
Accumulated depreciation						
At 1 April 2016	7,084,000	9,184,649	414,900	1,027,826	-	17,711,375
Additions	67,545	1,806,355	50,668	166,495	-	2,091,063
Disposals	(13,615)	(2,144,626)	(99,988)	(40,673)	-	(2,298,902)
At 31 March 2017	7,137,930	8,846,378	365,580	1,153,648	-	17,503,536
Additions	32,776	2,039,485	43,123	176,043	-	2,291,427
Disposals	(39,336)	(1,162,712)	-	-	-	(1,202,048)
At 31 March 2018	7,131,370	9,723,151	408,703	1,329,691	-	18,592,915
Net book value						
At 31 March 2018	132,928	4,321,193	51,613	462,748	2,400,406	7,368,888
At 31 March 2017	65,840	5,101,407	94,736	477,256	442,600	6,181,839

Notes To The Financial Statements

For the financial year ended 31 March 2018

5. Intangible assets

	Software and application systems	Software and application systems under construction	Total
	\$	\$	\$
Cost			
At 1 April 2016	53,909,111	2,742,462	56,651,573
Additions	836,907	3,949,184	4,786,091
Disposals	(7,070,250)	–	(7,070,250)
Reclassifications	1,680,295	(1,680,295)	–
Reclassification from property, plant and equipment	160,656	–	160,656
At 31 March 2017	49,516,719	5,011,351	54,528,070
Adjustment to the disposal of fully depreciated asset	3,968,201	–	3,968,201
At 31 March 2017, adjusted	53,484,920	5,011,351	58,496,271
Additions	908,821	5,646,767	6,555,588
Disposals	(1,549,417)	–	(1,549,417)
Reclassifications	10,641,118	(10,641,118)	–
At 31 March 2018	63,485,442	17,000	63,502,442
Accumulated amortisation			
At 1 April 2016	39,505,782	–	39,505,782
Additions	5,197,835	–	5,197,835
Disposals	(7,003,879)	–	(7,003,879)
At 31 March 2017	37,699,738	–	37,699,738
Adjustment to the disposal of fully depreciated asset	3,968,201	–	3,968,201
At 31 March 2017, adjusted	41,667,939	–	41,667,939
Additions	5,950,241	–	5,950,241
Disposals	(1,548,388)	–	(1,548,388)
At 31 March 2018	46,069,792	–	46,069,792
Net book value			
At 31 March 2018	17,415,650	17,000	17,432,650
At 31 March 2017	11,816,981	5,011,351	16,828,332

Notes To The Financial Statements

For the financial year ended 31 March 2018

6. Held-to-maturity financial assets

	31 March 2018	31 March 2017
	\$	\$
Statutory board bonds	5,750,000	5,750,000
	<u>5,750,000</u>	<u>5,750,000</u>
Balance is made up of:		
Financial assets maturing within one year	2,750,000	—
Financial assets maturing after one year	3,000,000	5,750,000
	<u>5,750,000</u>	<u>5,750,000</u>
Effective yields at the balance sheet date:		
Bonds	<u>2.51%</u>	<u>2.51%</u>

The maturity dates of the bonds held range from 21 November 2018 to 18 March 2021. They are classified as held-to-maturity financial assets under SB-FRS 39 and the accounting policies of these financial assets are stated in Note 2.8.

At the balance sheet date, the fair value of the held-to-maturity financial assets amounted to \$5,824,950 (31 March 2017: \$5,899,100). The fair values are based on quoted market prices from brokers and are within level 2 of fair value hierarchy (see Note 25.4).

7. Financial assets at fair value through profit or loss

As at 31 March 2018, the financial assets designated as at fair value through profit or loss are managed by an external fund manager. The financial assets are managed in accordance with a documented and approved principal-protected investment mandate.

	31 March 2018	31 March 2017
	\$	\$
Financial assets designated as at fair value through profit or loss at inception		
<i>Quoted securities:</i>		
Fixed income	84,065,476	74,718,406
Equities	18,503,247	18,255,623
Others	2,537,820	2,301,840
Financial assets at fair value through profit or loss	<u>105,106,543</u>	<u>95,275,869</u>
<i>Others:</i>		
Derivative financial instruments (Note 8)	324,678	1,138,754
Interest and dividend receivables (Note 9)	522,070	461,054
Cash and deposits held in trust by the fund manager (Note 11)	1,933,708	8,685,634
Net carrying amounts under fund management	<u>107,886,999</u>	<u>105,561,311</u>

Notes To The Financial Statements

For the financial year ended 31 March 2018

8. Derivative financial instruments

The financial derivatives used by the fund manager are foreign currency contracts. As part of risk management activities, foreign currency contracts are entered by the fund manager for hedging purposes. The foreign currency contracts are not designated as hedging instruments in the financial statements. As at balance sheet date, the notional amounts of the foreign currency contracts held by the fund manager are as follows:

	31 March 2018	31 March 2017
	\$	\$
Contract notional amounts	82,101,735	71,534,063
Fair value:		
Assets	324,678	1,144,952
Liabilities	–	(6,198)
	324,678	1,138,754

9. Trade debtors, prepayments and other receivable

	31 March 2018	31 March 2017
	\$	\$
Trade debtors	15,500,944	34,714,543
Other receivables	619,786	299,182
Interest and dividend receivables managed by the fund manager (Note 7)	522,070	461,054
Prepayments	1,927,801	1,788,888
Advance to managing agents	1,300,000	1,800,000
Interest receivable	1,954,027	2,568,836
Deposits	365,150	59,926
	22,189,778	41,692,429
Not later than one year	21,739,497	41,325,401
Later than one year but not more than five years	450,281	367,028
	22,189,778	41,692,429

Notes To The Financial Statements

For the financial year ended 31 March 2018

10. Cash and cash equivalents

	31 March 2018	31 March 2017
	\$	\$
Cash and deposits held by Accountant-General's Department	246,383,321	201,998,163
Cash and cash equivalents per the statement of cash flows	246,383,321	201,998,163

Deposits held by the Accountant-General's Department earn interest at respective short-term deposit rates, ranging from 1.21% to 1.28% (2016/2017: 1.24% to 1.49%) per annum.

11. Restricted cash

	31 March 2018	31 March 2017
	\$	\$
Deposits relating to Provision for Assurance Fund [Note 11(a)]	35,441,197	33,488,126
Cash and deposits held in trust by the fund manager [Note 7 and 11(b)]	1,933,708	8,685,634
	37,374,905	42,173,760

- (a) The Assurance Fund is established in accordance with Section 151(1) of the Land Titles Act (Cap 157). 5% of the fees collected by the Registrar under the Act is set apart to constitute the Assurance Fund. The Provision for Assurance Fund (Note 16) at 31 March 2018 amounted to \$ 35,441,197 (31 March 2017: \$33,488,126) and can only be utilised in accordance with this Act. The amount in this fund is placed as deposits with the Accountant-General's Department.
- (b) Cash and deposits are held in trust and managed by the fund manager in accordance with the approved principal-protected investment mandate. The Authority does not have intention to make any withdrawal.

Notes To The Financial Statements

For the financial year ended 31 March 2018

12. Trade and other payables

	31 March 2018	31 March 2017
	\$	\$
Trade payables	23,579,048	14,651,524
Other payables and accruals	18,220,794	15,957,415
Retention payable	1,803,882	386,881
Deferred income and grants	3,377,296	7,761,464
Deposits payable	777,099	595,764
	<u>47,758,119</u>	<u>39,353,048</u>
Not later than one year	46,185,437	38,432,619
Later than one year but not more than five years	1,572,682	920,429
	<u>47,758,119</u>	<u>39,353,048</u>

At 31 March 2018, included in trade and other payables are payables for additions of property, plant and equipment and intangible assets of \$1,646,100 (31 March 2017: \$972,110) and \$5,049,648 (31 March 2017: \$1,134,990) respectively.

13. Provision for pension

	31 March 2018	31 March 2017
	\$	\$
Present value of unfunded obligations	<u>3,181,304</u>	<u>1,744,447</u>
Balance at beginning of the financial year	1,744,447	1,890,306
Provision for the financial year (Note 17)	64,202	62,809
Remeasurement of defined benefit obligations recognised in other comprehensive income	1,407,349	—
Payments during the financial year	<u>(34,694)</u>	<u>(208,668)</u>
Balance at end of the financial year	<u>3,181,304</u>	<u>1,744,447</u>
Not later than one year	34,694	34,694
Later than one year but not more than five years	3,146,610	1,709,753
	<u>3,181,304</u>	<u>1,744,447</u>
The amounts recognised in income and expenditure are as follows:		
Current service cost	32,713	32,180
Interest cost	31,489	30,629
	<u>64,202</u>	<u>62,809</u>

Notes To The Financial Statements

For the financial year ended 31 March 2018

13. Provision for pension (cont'd)

The principal assumptions used in determining the Authority's pension obligations are:

- (a) all pensioners under the Civil Service Pension Fund ("CSPF") scheme will retire at the exact age of 62,
- (b) the discount rate of the pension fund is 1.90% for active members and 2.40% for retirees (2016/2017: 1.66% for active members and 2.82% for retirees) per annum and the expected rate of salary increase is 4% (2016/2017: 4%) per annum; and
- (c) the mortality rate is based on Singapore 04-08 Mortality Table.

A 25 basis point (2016/2017: 25 basis point) change in discount rate or rate of salary increase would not have a material impact on the statement of comprehensive income or the defined benefit obligation as at balance sheet date.

14. Deferred capital grants

	31 March 2018	31 March 2017
	\$	\$
Balance at beginning of year	1,801,070	1,425,878
Grants received during the year	233,527	695,271
Amortisation to income and expenditure	(614,374)	(320,079)
Balance at end of year	1,420,223	1,801,070

15. Contribution to Government Consolidated Fund

In lieu of income tax, the Authority is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidated Fund) Act. The annual contribution to the Fund is made based on the prevailing statutory corporate income tax rate of 17% for the financial year 2017/2018 (2016/2017: 17%).

16. Provision for Assurance Fund

	31 March 2018	31 March 2017
	\$	\$
Balance at beginning of the financial year	33,488,126	31,764,753
Provision for the financial year	1,953,071	1,723,373
Balance at end of the financial year	35,441,197	33,488,126

Notes To The Financial Statements

For the financial year ended 31 March 2018

17. Expenditure on manpower

	2017/2018	2016/2017
	\$	\$
Salaries and bonuses	49,319,285	48,263,828
CPF and medisave contributions	7,187,345	7,233,110
Staff benefits	896,700	942,551
Staff development and scholarship expenditure	1,351,427	1,290,761
Pension contributions (Note 13)	64,202	62,809
	<u>58,818,959</u>	<u>57,793,059</u>

18. Expenditure relating to agency functions

	2017/2018	2016/2017
	\$	\$
Gross expenditure:		
Maintenance of state land	9,271,930	11,025,111
Maintenance of buildings	37,655,332	34,665,351
Valuation service	2,496,550	2,405,483
Legal service	–	7,794
Miscellaneous services	10,153,572	5,817,174
	<u>59,577,384</u>	<u>53,920,913</u>
Reimbursement of pass-through costs	<u>(23,498,157)</u>	<u>(32,569,105)</u>
	<u>36,079,227</u>	<u>21,351,808</u>

Reimbursement of pass-through costs relates to reimbursement received by the Authority from MinLaw for certain direct expenditure relating to management of state land and buildings, as provided for under the agency agreement with MinLaw.

Notes To The Financial Statements

For the financial year ended 31 March 2018

19. Other operating expenses

	2017/2018	2016/2017
	\$	\$
Included in other operating expenses are:		
Net loss/(gain) on disposal of property, plant and equipment and intangible assets	749	(994)
Goods & Services Tax expenses	1,606,500	1,905,113
Corporate development and communication expenses	246,404	460,008
Bank charges	97,112	60,749

20. Investment income - net

	2017/2018	2016/2017
	\$	\$
<i>Income from funds with fund manager:</i>		
Gain from sale of investments	767,791	915,689
Interest income	2,321,196	2,114,372
Dividends	300,398	228,072
Realised gains/(losses) on foreign exchange hedges	5,307,684	(1,343,646)
Net fair value (losses)/gains on investments	(6,119,667)	1,089,842
	2,577,402	3,004,329
<i>Other interest income:</i>		
Held-to-maturity financial assets	144,525	144,486
Deposits with Accountant-General's Department	3,185,537	3,165,445
	5,907,464	6,314,260
Fund management expenses	(253,366)	(238,354)
	5,654,098	6,075,906

Notes To The Financial Statements

For the financial year ended 31 March 2018

21. Other losses

In prior years, the Authority commenced legal proceedings against certain third parties.

During the financial year, the Authority also recognised other recoveries and expenses from the legal proceedings commenced by the Authority as follows:

	2017/2018	2016/2017
	\$	\$
Loss on disposal of asset held for sale	–	(35,900)
Other related expenses and gains	–	(3,676)
Other losses	–	(39,576)

22. Equity injection and dividend

The Capital Management Framework is extended to the Authority in 2008/2009 through an equity injection of \$1,000. In 2017/2018, nil (2016/2017: \$194,540) was injected into the Authority for project funding. The recognition of equity injection is based on the accounting policy of the Authority as stated in Note 2.18. In accordance with the Capital Management Framework, the Authority declared and paid a dividend of \$9,014,000 (2016/2017: nil) to the Government.

23. Commitments

(a) Capital commitments

Estimated amounts committed for future capital expenditure at the balance sheet date but not recognised in the financial statements are as follows:

	31 March 2018	31 March 2017
	\$	\$
Amount approved and contracted for	1,089,226	5,994,845

(b) Operating lease commitments

Where the Authority is the lessee

Future minimum lease payable under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities are as follows:

	31 March 2018	31 March 2017
	\$	\$
Not later than one year	8,340,625	4,336,686
Later than one year but not more than five years	12,901,148	435,411
	21,241,773	4,772,097

Notes To The Financial Statements

For the financial year ended 31 March 2018

24. Related party transactions

(a) Remuneration of key management personnel

	2017/2018	2016/2017
	\$	\$
Salaries and employee benefits	4,304,408	4,199,620
CPF Contributions	182,710	174,934
Board members' allowances	184,233	180,013
	<u>4,671,351</u>	<u>4,554,567</u>

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Authority. The Chairman, Board Members and Executive Management (Chief Executive, Deputy Chief Executive, Assistant Chief Executive and Directors) are considered key management personnel of the Authority.

(b) Sale and purchase of goods and services

Related parties refer to Ministries, Organs of State and other statutory boards, in accordance with the requirements of SB-FRS and may be individuals or corporate entities. Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence.

During the financial year, the Authority had significant transactions with its parent Ministry, Ministry of Law, and other related parties listed below:

	2017/2018	2016/2017
	\$	\$
<u>Income</u>		
Agency fees/grants/reimbursements		
- Ministry of Law	110,675,930	121,687,617
- Land Transport Authority	3,725,106	293,764
Title registration, search and survey fees		
- Housing and Development Board	9,703,540	7,547,766
- Civil Aviation Authority of Singapore	1,296,168	—
<u>Expenditure</u>		
Rental of premises and valuation services		
- Inland Revenue Authority of Singapore	9,900,667	10,185,457

Notes To The Financial Statements

For the financial year ended 31 March 2018

24. Related party transactions (cont'd)

(b) Sale and purchase of goods and services (cont'd)

	2017/2018	2016/2017
	\$	\$
<u>Expenditure (cont'd)</u>		
Land/properties management and maintenance services		
- Housing and Development Board	5,262,544	5,616,247
- Sentosa Development Corporation	66,782	3,242,164
- National Parks Board	1,067,133	50,052
- Jurong Town Corporation	122,261	1,031,364
IT services		
- Government Technology Agency	4,185,593	3,799,263
Trade amount due from related parties as at 31 March	14,302,601	29,199,903
Trade amount due to related parties as at 31 March	2,417,600	4,126,249

25. Financial risk management objectives and policies

The Authority is exposed to a variety of financial risks: market risk (including currency risk, price risk and interest rate risk), liquidity risk and credit risk. For the funds placed with the fund manager, the exposure to market risk is minimal, in accordance with the principal protected nature of the approved investment mandate. The risk management objective is to minimise and manage the Authority's exposure to these financial risks which are summarised below:

25.1 Market risk

(a) Currency risk

The Authority has exposure to currency risk arising from the investments denominated in foreign currencies (see Note 7). The foreign currency exposure has been significantly reduced through hedges and the residual exposure to the foreign currency risk is not expected to have any material impact on the net surplus for the financial year.

A 5% change in foreign currencies exchange rates (on the residual foreign currencies not hedged) would not have a material impact on the net surplus for the years ended 31 March 2018 and 31 March 2017.

(b) Price risk

The Authority is exposed to equity securities price as a result of the investments in quoted equity securities which are classified as financial assets at fair value through profit or loss. The securities are listed in the following countries:

	31 March 2018	31 March 2017
	\$	\$
Singapore	3,758,097	—
United States	6,008,489	6,026,513
Other countries	11,293,567	12,229,110
	21,060,153	18,255,623

A 5% change in prices for equity securities would not have a material impact on the net surplus for the financial years ended 31 March 2018 and 31 March 2017.

Notes To The Financial Statements

For the financial year ended 31 March 2018

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

25.1 Market risk (cont'd)

(c) Interest rate risk

The surplus funds are managed internally by the Authority and placed with the external fund manager for investments. These investments include investments in fixed income securities. Deposits placed with the Accountant-General's Department are based on deposit rates determined by the financial institutions with which the cash are deposited and are expected to move in tandem with market interest rate movements.

A 50 bsp change in interest rates would not have a material impact on the net surplus for the financial years ended 31 March 2018 and 31 March 2017.

25.2 Liquidity risk

Liquidity risk arises in the general funding of the Authority's operating activities. It includes the risk of not being able to fund operating activities at settlement dates and liquidate positions in a timely manner at reasonable price. The Authority monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance operations.

The following table analyses the maturity profile of the Authority's financial liabilities based on contractual discounted cash flows:

	Within 1 year	After 1 year but within 5 years	Total
	\$	\$	\$
At 31 March 2018			
Trade and other payables	42,830,889	1,549,934	44,380,823
At 31 March 2017			
Trade and other payables	30,947,498	688,139	31,635,637

25.3 Credit risk

The Authority's exposure to credit risk is primarily attributable to its cash and cash equivalents, investments, trade debtors and other receivables. Cash and cash equivalents are mainly deposits placed with the Accountant-General's Department, whilst the financial assets at fair value through profit or loss are managed by the fund manager of a high credit-rating financial institution. The bonds held-to-maturity are of good credit rating.

The credit risk with respect to receivables is low as the balances are mostly with government agencies such as Ministries and other Statutory Boards. In addition, receivable balances are monitored on an ongoing basis and as a result, the Authority's exposure to bad debts is not significant.

The maximum credit risk that the Authority is exposed to is represented by the carrying amounts of its financial assets as stated in the balance sheet.

None of the financial asset is impaired as at balance sheet date. There is no other class of financial assets that is past due except for trade debtors.

Notes To The Financial Statements

For the financial year ended 31 March 2018

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

25.3 Credit risk (cont'd)

	31 March 2018	31 March 2017
	\$	\$
Not due	15,416,660	33,588,401
Past due but not impaired	84,284	1,061
	<u>15,500,944</u>	<u>33,589,462</u>
The age analysis of trade receivables past due but not impaired is as follows:		
Past due up to 1 month	<u>84,284</u>	<u>1,061</u>

25.4 Fair value measurements

The Authority classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- (i) quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- (ii) inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices) (Level 2); and
- (iii) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

The following table presents the financial assets measured at fair value and classified by level of fair value measurement hierarchy:

	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
At 31 March 2018				
Financial assets at fair value through profit or loss	18,503,247	86,603,296	–	105,106,543
Held-to-maturity financial assets	–	5,824,950	–	5,824,950
Derivative financial instruments	–	324,678	–	<u>324,678</u>
At 31 March 2017				
Financial assets at fair value through profit or loss	18,255,623	77,020,246	–	95,275,869
Held-to-maturity financial assets	–	5,899,100	–	5,899,100
Derivative financial instruments	–	1,138,754	–	<u>1,138,754</u>

Notes To The Financial Statements

For the financial year ended 31 March 2018

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

25.4 Fair value measurements (cont'd)

The fair value of financial instruments traded in active markets (such as equities securities) is determined based on quoted current bid prices at the balance sheet date. These instruments are included in Level 1.

The fair value of financial instruments that are not traded in an active market (such as over-the-counter securities) is based on prices quotes by dealers. These instruments are included in Level 2.

No financial instruments of the Authority are included in Level 3 as at balance sheet date.

25.5 Financial instruments by category

The aggregate carrying amounts of the different categories of financial instruments are as follows:

	31 March 2018	31 March 2017
	\$	\$
Financial assets		
Held-to-maturity financial assets	5,750,000	5,750,000
Financial assets at fair value through profit or loss	105,106,543	95,275,869
Derivative financial instruments - assets	324,678	1,144,952
Loans and receivables	304,020,203	284,075,464
Financial liabilities		
Derivative financial instruments - liabilities	—	6,198
Financial liabilities at amortised cost	44,380,823	31,635,637

Notes To The Financial Statements

For the financial year ended 31 March 2018

26. New or revised accounting standards and interpretations

The mandatory standards and amendments to existing standards that have been published, and are relevant for the Authority's accounting periods beginning on or after 1 April 2018 or later periods and which the Authority has not early adopted are:

Effective for annual periods beginning on or after 1 January 2018

- SB-FRS 109 Financial Instruments
- SB-FRS 115 Revenue from Contracts with Customers
- SB-FRS 1001 Accounting and Disclosure for Non-Exchange Revenue

Effective for annual periods beginning on or after 1 January 2019

- SB-FRS 116 Leases

The nature of the impending changes in accounting policy on adoption of SB-FRS 109, SB-FRS 115 and SB-FRS 116 are described below:

SB-FRS 109 Financial Instruments

SB-FRS 109 introduces new requirements for classification and measurement of financial assets, impairment of financial assets and hedge accounting, and is effective for annual periods beginning on or after 1 January 2018. Financial assets are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in SB-FRS 109 are based on an expected credit loss model and replace the SB-FRS 39 incurred loss model.

The Authority has performed the following preliminary impact assessment of adopting SB-FRS 109 based on currently available information. This assessment may be subject to changes arising from ongoing analysis, until the Authority adopts SB-FRS 109 on 1 April 2018.

(a) Measurement

The Authority has assessed and concluded that there is no change to the measurement of its debt and equity instruments in the period of their initial adoption.

(b) Impairment

SB-FRS 109 requires the Authority to record expected credit losses on all of its debt securities, loans, trade receivables and financial guarantees, either on a 12-month or lifetime basis. The Authority expects to apply the simplified approach and record lifetime expected losses on all trade receivables. Upon application of the expected credit loss model, the Authority does not expect any significant impact arising from these changes given that its held-to-maturity financial assets and the majority of its receivables are from government agencies with no historical default.

SB-FRS 115 Revenue from Contracts with Customers

SB-FRS 115 establishes a five-step model to account for revenue arising from contracts with customers, and introduces new contract cost guidance. Under SB-FRS 115, revenue is recognised at an amount that reflects the consideration which an entity expects to be entitled in exchange for transferring goods or services to a customer. The new revenue standard is effective for annual periods beginning on or after 1 January 2018.

The Authority has performed a preliminary impact assessment of adopting SB-FRS 115 based on currently available information and concluded that there is no significant impact on the financial statements of the Authority in the period of their initial adoption.

Notes To The Financial Statements

For the financial year ended 31 March 2018

26. New or revised accounting standards and interpretations (cont'd)

SB-FRS 116 Leases

SB-FRS 116 requires lessees to recognise most leases on balance sheets to reflect the rights to use the leased assets and the associated obligations for lease payments as well as the corresponding interest expense and depreciation charges. The standard includes two recognition exemptions for lessees – leases of 'low value' assets and short-term leases. The new leases standard is effective for annual periods beginning on or after 1 January 2019.

The Authority has performed a preliminary impact assessment of the adoption of SB-FRS 116 and expects that the adoption of SB-FRS 116 will result in increases in total assets and total liabilities.

The Authority plans to adopt the new standard on the required effective date by applying SB-FRS 116 retrospectively with the cumulative effect of initial application as an adjustment to the opening balance of retained earnings as at 1 April 2019. Comparative information will not be restated.

The Authority is currently in the process of analysing the transitional approaches and practical expedients to be elected on transition to SB-FRS 116 and qualifying the impact of adoption.

27. Authorisation of financial statements

The financial statements for the financial year ended 31 March 2018 were authorised for issue by the Board of Directors of the Authority on 27 June 2018.



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