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No. 5419 — HINDU ENDOWMENTS ACT 1968

ANNUAL REPORT OF THE HINDU ENDOWMENTS BOARD
FOR THE YEAR ENDED 31 MARCH 2025

A) OVERVIEW

Status: Registered exempt charity formed in 1968 under the Hindu Endowments Act

Unique Registration Number (UEN): T08GB0016C

Registered Address: 397 Serangoon Road, Singapore 218123

B) CORPORATE PROFILE

1. The Hindu Endowments Board (HEB), by virtue of the Hindu Endowments Act, administers three endowments comprising the following:

Endowment 1

Sri Mariamman Temple
244 South Bridge Road, Singapore 058793

and

Sri Srinivasa Perumal Temple
397 Serangoon Road, Singapore 218123

Endowment 2

Sri Vairavimada Kalamman Temple
2001 Toa Payoh Lorong 8, Singapore 319259

Endowment 4

Sri Sivan Temple
24 Geylang East Avenue 2, Singapore 389752

2. Since its founding in 1968, HEB has played a key role in preserving Hindu heritage in Singapore - managing temples, organising religious festivals, and supporting educational and social programmes that serve the community and promote cultural understanding. Operating under the purview of the Ministry of Culture, Community and Youth (MCCY), HEB plays a pivotal role in preserving cultural heritage, supporting community development, and facilitating religious observances.
3. Little India Arcade Pte Ltd is a wholly owned subsidiary of HEB. Beyond its role in property investment and rental income generation, the company safeguards and sustains Little India Arcade as a vibrant heritage landmark. By curating a mix of traditional Indian retailers, artisans, and cultural experiences, it helps preserve the historic charm of the early 20th-century shophouses while fostering a living showcase of Singapore's Indian community. The income generated supports HEB's broader mission of maintaining temples, promoting cultural festivals, and funding community initiatives.

4. HEB-Ashram, a halfway house to rehabilitate substance abusers is managed by the Board with the support of Yellow Ribbon Singapore (YR). Recognised as an Institution of Public Character (IPC), HEB-Ashram provides structured programmes, counselling, and community engagement initiatives that help residents rebuild their lives and transition back into society.

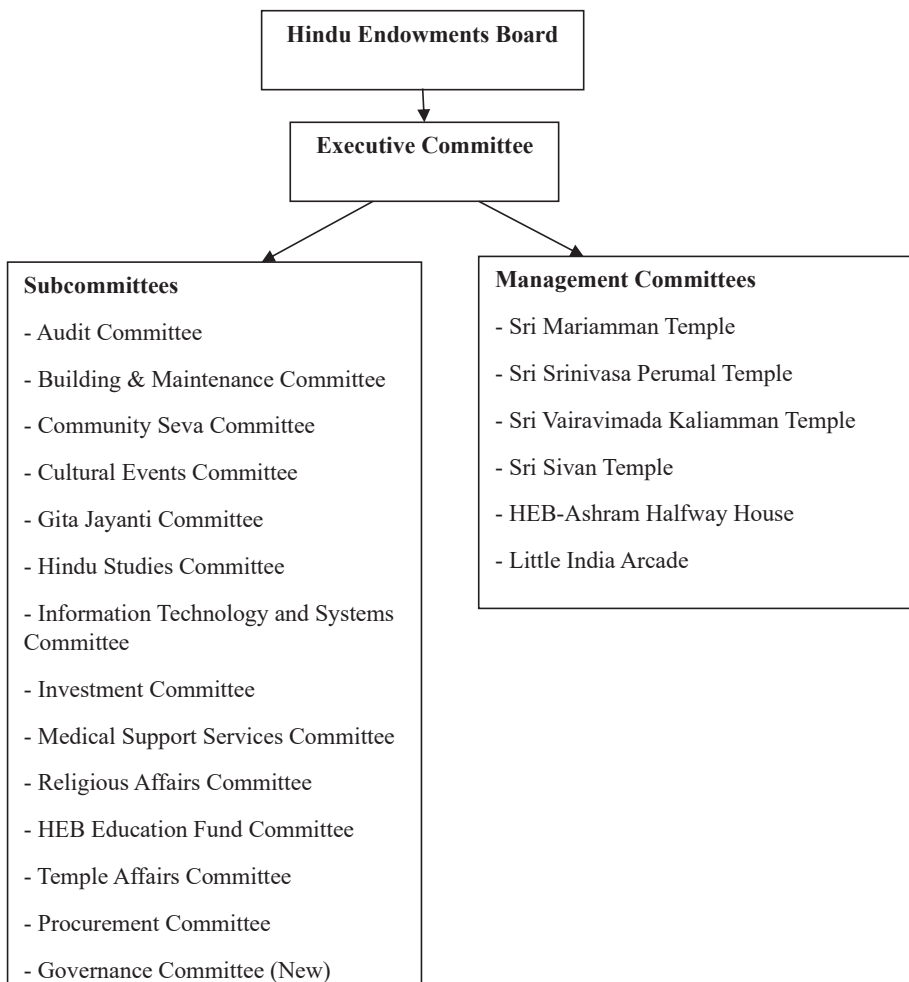
C) VISION OF HEB

5. Inspire exemplary temple endowments to support religious, cultural traditions in service of the Hindu community and foster harmony amongst all religions.

D) MISSION OF HEB

6. a. To manage our temples to the benefit of our devotees, providing a congenial environment for prayers, rituals, and ceremonies to meet their religious needs.
b. To enhance social harmony through interfaith understanding.

E) ORGANISATIONAL STRUCTURE



F) GOVERNING BOARD

7. Term:

In accordance with the provisions of the Hindu Endowments Act, which serves as the instrument of appointment, members of the Hindu Endowments Board are appointed by the Minister for Culture, Community and Youth (MCCY) for a term of three years.

8. Term Limit:

Board members are eligible for reappointment, with the exception of the Finance Member, who may not serve more than two consecutive terms in that role. Upon completion of the second consecutive term, the Finance Member may be considered for appointment in a different capacity on the Board.

9. Appointments:

The following persons were appointed as Members of the Hindu Endowments Board for the period 1 June 2023 to 31 May 2026:

Chairman	Mr Rajan Krishnan
Vice Chairman	Assoc Prof Narayanan Ganapathy
Finance Member	Mr Balasubramaniam Janamanchi (until 23 August 2024)
Secretary	Mr Satish s/o Appoo
Member	Mr Lakshmanan s/o Seenivasakan (until 30 June 2024)
Member	Mr Yoganathan Ammayappan
Member	Mr Selvam s/o Varathappan
Member	Mr N Prushuathamun (until 30 June 2024)
Member	Mr Krishnan Muthappan (until 23 August 2024)
Member	Dr Jayaram Lingamanaicker
Member	Mr Chinniah Kunnasagaran
Member	Mr Vijakumar Sethuraj
Member	Mr Ranvir Kumar Singh
Member	Mr Ramesh Selvaraj
Member	Mr Kandhavel s/o Periyasamy

10. New Appointments:

The following individuals were appointed to the Hindu Endowments Board for the term concluding on 31 May 2026:

Deputy Chairman	Mr A Balasubramaniam Reddy (from 26 August 2024)
Finance Member	Ms Sarojini d/o R Venkatasamy (from 26 August 2024)
Member	Mr Shekaran s/o Krishnan (from 1 July 2024)
Member	Mr Chandrasekar s/o Palanisamy (from 1 July 2024)

11. Board Meetings:
Board meetings are held every other month, with a minimum of six meetings convened annually.

12. Dates of Board Meetings:

23 May 2024	31 July 2024	18 September 2024
20 November 2024	22 January 2025	26 March 2025

G) TEMPLE MANAGEMENT COMMITTEES

13. The Minister for Culture, Community and Youth appoints a committee of management for each temple endowment, which operates under the supervision of the Hindu Endowments Board. Each committee member serves a three-year term.
14. Each temple management committee includes at least one member from the Board. The committee comprises twelve gazetted members, with the option to co-opt up to four additional members.
15. To oversee temple endowments, the following individuals were appointed as members to committees of management for the term spanning 1 July 2024 to 31 May 2026:

Sri Mariamman Temple	
Chairman	Mr Shekaran Krishnan (Board Member)
Vice Chairman	Mr T G Gritharan
Secretary	Mr Annamalai Saravanan
Finance Member	Mr Kannan s/o Govindasamy
Member	Mr Kanappan Muthuganapathy
Member	Mr Murugaian Ravikumar
Member	Mr Ramesh V R Soman
Member	Ms Shantini d/o Vengadasalam
Member	Mr M Segar
Member	Mr Parthiban s/o Murugaiyan
Member	Mr Sivakumaran Thangavelu
Member	Mr Balamurugan s/o Vadivelu

Sri Srinivasa Perumal Temple	
Chairman	Mr Selvam s/o Varathappan (Board Member)
Vice Chairman	Ms Valathammai d/o Muthupalaniappan
Secretary	Mr Ravi Chandran s/o Mahalingam
Finance Member	Mr Alagappan Perianan
Member	Mr Vishnu s/o Karuppiyah Thandavam
Member	Mr Sugumaran s/o Kannusamy
Member	Dr Saravana Pillai s/o Arjunan
Member	Mr Arularasan Ramasamy
Member	Mr Anandan R Mugam
Member	Mrs Bobba Maitri
Member	Mr Subramaniyan Purushothaman
Member	Mr Vijendran s/o Vaithalingam

Sri Vairavimada Kaliamman Temple	
Chairman	Mr Chandrasekar s/o Palanisamy (Board Member)
Vice Chairman	Mr Dinesh Natarajan s/o Venkatesh
Secretary	Mr Vjayvarmman s/o Gnanasekaran
Finance Member	Mr Ramasamy Chockalingam
Member	Mr Suppiah Gunasekaran
Member	Mr Elango s/o Athiramulahi Letchumanan
Member	Mr Vinod Kumar M
Member	Mr Kesavaraj Ramanathan
Member	Mr Hanesh Manoharan
Member	Ms Rajoo Suguna
Member	Mr Sathashivam Logaraj

Sri Sivan Temple	
Chairman	Mr Yoganathan Ammayappan (Board Member)
Vice Chairman	Ms Susila Ganesan
Secretary	Mr Kalaiarasan K
Finance Member	Mr Ramachandran Indramohan
Member	Mr S Ganesh
Member	Mr N Anandaraja s/o Nadarajah
Member	Ms Krishnasamy Rajaram
Member	Mr Prasanta Saha
Member	Mr Segaran Muthiah
Member	Mr Raja Raman
Member	Mr Suresh s/o Murugian
Member	Mr Uthayakumar Ratnam

16. Temple Affairs Committee Meetings:
Monthly meetings are convened with Executive Committee members from all four temples. These gatherings foster consistency in service delivery across the temples and encourage collaborative resource sharing.

H) SUBCOMMITTEES

17. The Board establishes subcommittees with three-year terms to support the advancement of its objectives. The scope and responsibilities of each subcommittee are determined by the Board. Below is the list of subcommittees and their respective Chairpersons for the term concluding on 31 May 2026.

Audit Committee	Mr Shekaran s/o Krishnan (until 1 July 2024) Mr Gajendran Vyapuri (from 16 September 2024)
Building & Maintenance Committee	Mr Shankar N R
Community Seva Committee	Ms Susila Ganesan
Cultural Events Committee	Ms Akila Iyengar
Gita Jayanti Committee	Mr G Srinivasan
Hindu Studies Committee	Ms Balakrishna Madhubala

Information Technology and Systems Committee	Mr Raja Sekaran s/o M Vellu
Investment Committee	Mr Chinniah Kunnasagar
Medical Support Services Committee	Dr Jayaram Lingamanaicker
Religious Affairs Committee	Mr S Ramesh
HEB Education Fund Committee	Mr N Prushuathamun (until 30 June 2024) Mr Manogaran Suppiah (from 1 October 2024)
Temple Affairs Committee	Assoc Prof N Ganapathy
Procurement Committee	Mr Krishnan Muthappan (until 23 August 2024)
Governance Committee (New)	Mr A Balasubramaniam Reddy (from 2 September 2024)

I) STAFF STRENGTH

18. As of 31 March 2025, the Board employed a total of 105 full-time staff members. Staff are deployed across HEB's core operational areas and facilities:

Function/ Facility	Headcount
Temple Operations (Sri Mariamman Temple, Sri Srinivasa Perumal Temple, Sri Sivan Temple, Sri Vairavimada Kaliamman Temple)	71
HEB-Ashram (Halfway House)	12
HEB Secretariat	22

19. The operations of the Board are also supported by part-time and contract staff. In addition, over 2000 volunteers actively support temple operations, cultural events, and community outreach programs. This collective workforce remains central to HEB's mission of serving the Hindu community in Singapore through spiritual, cultural, and social initiatives.
20. The Board Secretariat comprises the Chief Executive Officer, various Head of Departments, and staff, who oversee its day-to-day operations.
21. Departments within the Secretariat:
- Human Resources and Staff Development
 - Finance and Investments
 - Information Technology and Systems
 - Communications and Community Engagement
 - Logistics and Maintenance

22. Disclosure of annual remuneration of three highest paid staff who each receives more than \$100,000, in bands of \$100,000:

Remuneration band	Number of staff
Between \$100,000 to \$200,000	3
Between \$200,000 to \$300,000	-

23. None of the above staff serve on the Board of the HEB.
24. HEB has no paid staff, who are close members of the family of Board members.

J) TEMPLE ENDOWMENTS – KEY RELIGIOUS OBSERVANCES AND INITIATIVES

Sri Mariamman Temple

2024 URA Architectural Heritage Award

25. Sri Mariamman Temple (SMT) was conferred a Special Mention at the prestigious Architectural Heritage Award in 2024 by the Urban Redevelopment Authority (URA), following a year-long, \$3.5 million restoration that showcased exemplary conservation practices.
26. The restoration was led by a multidisciplinary team comprising Caide Architects, local conservation experts Maek Consulting, and renowned traditional temple architect (*sthapati*) Dr. Dakshinamoorthy from Chennai. Given that various parts of the temple were built across different eras using diverse materials, the project demanded a meticulous study of its structural composition to ensure that restoration methods were both accurate and respectful of its heritage.
27. One of the most innovative aspects of the project was the use of drone technology to guide intricate conservation work. This approach enabled the team to preserve the temple's elaborate sculptures, vibrant ceiling paintings, and ornate architectural details with precision and care.
28. SMT's restoration stood out among other awardees for its technical complexity, cultural sensitivity, and commitment to authenticity. The temple's distinctive architectural features—such as trefoil arches and circular windows, which are rarely seen in Indian temple design—were especially highlighted in the award citation.
29. This accolade reflects not only the temple's historical and spiritual significance but also the dedication of the Board and temple management committee in safeguarding its legacy for future generations.

Theemithi Vizha (Fire Walking Festival)

30. The festival commenced in August with a traditional flag-hoisting ceremony and culminated on 20 October 2024 with an awe-inspiring display of devotion. Over the course of the celebrations, 3,818 male devotees crossed the fire pit, while 736 female devotees performed a prayerful circumambulation around it. Acts of deep penance and piety were also observed- 796 Hindus undertook *angapradakshanam* (rolling on the ground in full prostration), 2,484 devotees performed *kumbiduthandam* (prostrating after every three steps), and 3,911 participated in the symbolic milk-pot offerings.
31. Devotees particularly appreciated the convenience of the enhanced online registration and payment system, which allowed them to choose preferred dates and times for rituals, and enjoy faster entry into the temple through allocated time-slots. With a fixed number of participants per slot, the process was orderly, efficient, and stress-free - enabling worshippers to focus fully on their spiritual experience.
32. Key religious ceremonies of *Theemithi* were livestreamed via HEB's YouTube channel and Facebook page, garnering over 200,000 views for the duration of the festivities.

Other religious festivals and ceremonies

33. In addition to *Theemithi*, a cornerstone festival in Sri Mariamman Temple's annual calendar, the temple hosted 120 religious ceremonies over the year. Among these, the most well-attended were *Aadi Pournami*, *Sri Mariamman Kool Poojai*, *Chitra Pournami*, *Navarathri*, and the New Year *Paalkudam* - each drawing large congregations of devotees and adding vibrancy to the temple's spiritual life.

Making Cultural Harmony a Priority: Chinese New Year at SMT

34. SMT marked its 23rd annual Chinese New Year reunion lunch with a vibrant celebration to welcome the Year of the Snake with residents from the local community, seniors from welfare homes, and representatives from interfaith groups, and grassroots organisations. Guests were greeted with a spirited lion dance performance, followed by a festive spread of Chinese vegetarian dishes, including the traditional *lo hei*. A multicultural entertainment programme added to the joyous atmosphere, while temple volunteers distributed goodie bags and *hong baos* (red packets). SMT reaffirmed its commitment to cultural harmony, expressing gratitude for the strong support from neighbouring organisations and local residents.

Sri Srinivasa Perumal Temple

Puratassi Mahotsavam (Month-long festival dedicated to Lord Vishnu)

35. Sri Srinivasa Perumal Temple's (SSPT) *Puratassi* celebration continued to be a cornerstone of spiritual life in 2024. Held over four consecutive Saturdays, the festival drew an impressive 104,250 devotees to the temple grounds, underscoring its enduring significance despite a 7% dip in attendance compared

to the previous year.

36. Notably, the number of *homams* (fire rituals) and *ubayams* (thanksgiving prayers) saw a marked increase, with 91 *homams* and 331 *ubayams* conducted.
37. To ensure a seamless and enriching experience for all attendees, SSPT complemented meticulous planning with the deployment of nearly 1,000 volunteers every Saturday. Their efforts were instrumental in managing crowd flow, facilitating rituals, and serving meals. Thanks to their dedication and efficient coordination, the average wait time for lunch was kept to just 30 minutes, even at peak hours.

Thaipusam (Festival for Lord Murugan)

38. SSPT continues to play a central role in the annual Thaipusam celebrations, serving as both the starting point of the festival procession and a joint organiser alongside Sri Thendayuthapani Temple (STT). The festival is supported by the Singapore Police Force and other regulatory agencies.
39. Thaipusam 2025 saw a record turnout of over 40,000 devotees, which brought immense energy—but also led to notable delays along the procession route and at the endpoint temple. While the festival was a deeply meaningful experience for many, the exceptionally high turnout did result in extended wait times. For devotees who had undergone weeks of fasting and spiritual preparation, the delays proved challenging—both physically and emotionally. Nonetheless, many remained patient and steadfast, viewing the experience as part of their sacred journey. Both SSPT and STT have reviewed logistics and crowd control measures to reduce waiting times in future editions of Thaipusam and better accommodate the growing number of participants.

Further religious celebrations and sacred ceremonies

40. SSPT maintained a vibrant religious calendar filled with year-round spiritual observances and culturally significant celebrations. Among the key events that consistently drew large numbers of devotees were:
 - *Sri Narasimha Jayanthi*
 - *Jeshtabishegam*
 - *Sri Krishna Jayanthi*
 - *Sri Vinayagar Chathurthi*
 - *Pavithra Utsavam*
 - *Sri Dhanvanthiri Maha Yagam*
 - *Sri Anjaneyar Laksharchanai and Sri Hanuman Jayanthi*
 - *Vaikunda Ekadasi*
 - *Brahmotsavam*

Operational Enhancements at the Temple

41. Between April 2024 and March 2025, a series of targeted maintenance and upgrade initiatives were undertaken to enhance SSPT's operational efficiency and overall environment. These improvements were guided by the committee's careful planning and timely response to changing needs:
- The administrative office was redesigned for better space efficiency and workflow.
 - Interior, exterior, and sanctum walls were repainted, and the temple's ghee lamp area was upgraded to enhance the temple's sanctity and appearance.
 - Two mobile tents were added - one for deity processions, one for cultural events - to support gatherings in all weather.
 - Parking bays and kerbs were repainted, and bollards installed to improve visibility and pedestrian safety.

Strategic Outreach and Stakeholder Engagement

42. SSPT served the wider community through a series of large-scale outreach initiatives. These initiatives underscore SSPT's role as a compassionate and culturally engaged institution, actively uplifting communities through service and celebration:
- Over 5,000 devotees received traditional Indian sweets during each celebration of Tamil New Year, National Day, and Deepavali, fostering joy and cultural connection across diverse communities.
 - In April and July 2024, SSPT catered meals for more than 8,500 residents from welfare homes and underprivileged families across Singapore, offering nourishment and care to those in need.
 - In collaboration with Migrant Workers Centre (MWC) and Centre for Domestic Employees (CDE), SSPT hosted a *Puratassi* lunch for 5,000 migrant and domestic workers in September 2024, expressing gratitude and camaraderie with Singapore's essential workforce.
43. SSPT strengthened its community engagement efforts through a series of visits and educational initiatives. Between April 2024 and March 2025, the temple hosted delegations from the National Institute of Education, Ministry of Education, Ministry of Defence, OnePeople.sg, the National University of Singapore, various secondary schools, and inter-faith communities.
44. Each visit was carefully designed to offer guests a rich and meaningful experience. Highlights included a guided tour of the temple grounds, showcasing its architectural beauty and cultural heritage; an insightful introduction to the core principles of Hinduism; and a communal meal prepared by the temple kitchen, featuring authentic traditional vegetarian fare that reflected the spirit of hospitality.
45. Feedback from visitors was overwhelmingly positive, with many expressing admirations for the temple's well-maintained facilities, efficient management, and welcoming atmosphere. These engagements have strengthened SSPT's relationships with educational institutions, government agencies, and interfaith networks, while promoting greater awareness of Hindu traditions and values.

PGP Hall – A Premier Destination for Cultural, Community, and Matrimonial Events

46. PGP Hall has long stood as a cornerstone of community life, and between April 2024 and March 2025, it reached a remarkable milestone - hosting 372 events, making it yet another busy year. This increase in activity reflects not only the hall's popularity but also its evolving role as a dynamic space for cultural, educational, matrimonial, and communal gatherings.
47. Recent upgrades to PGP Hall have significantly enhanced its functionality and appeal. From improved lighting and acoustics to refreshed interiors and expanded amenities, the renovations were thoughtfully designed to meet the diverse needs of its users.
48. Matrimonial events remain a central feature of PGP Hall's calendar. Beyond weddings, PGP Hall has become a vibrant stage for cultural expression. Music and dance performances, as well as religious observances regularly fill the space. Educational workshops, seminars, and youth programs have also found a home at PGP Hall. Its adaptable layout and upgraded facilities make it ideal for hosting lectures, training sessions, and community dialogues.

Sri Sivan Temple

Refurbishment and Restoration ahead of the *Maha Kumbabishegam* (Consecration Ceremony)

49. Sri Sivan Temple (SST) commenced a major redevelopment initiative in December 2022, marking its first significant upgrade since the last renovation in 2008. The refurbishment was to be completed ahead of the temple's re-consecration ceremony on Sunday, 8 June 2025. The restoration was carried out in two phases: Phase One, which focused on upgrading the annex building, was successfully completed in January 2024. Phase Two, targeting the main temple complex, ancillary sanctums, courtyard, and perimeter walls was to be completed by April 2025.
50. The growing size of SST's congregation and the expansion of religious, social and community activities necessitated the development of larger, thoughtfully designed spaces within the temple complex. These enhancements were carried out with great care to preserve the temple's historical significance, elevate its architectural character, improve visual aesthetics, ensure devotees' convenience and comfort, and integrate modern safety features. To facilitate restoration and refurbishment of the temple complex, deities were housed in a temporary shelter from November 2024.
51. A standout feature of this third refurbishment is the temple's newly curated paint palette, centered around rich variations of orange sandstone. The bold gradations of this single hue were thoughtfully applied to create a striking three-dimensional effect across all painted surfaces, enhancing both depth and visual harmony. To achieve this, 20 specialist sculptors and painters from Tamil Nadu were specially commissioned for the project. Leading the effort was Mr. S.

Nagarajan, a master craftsman who also oversaw the temple's relocation to Geylang East in 1993, contributing to its original renovation, sculptural detailing, and paintwork.

52. To meet the projected \$4 million required for the redevelopment and consecration of the temple, SST's management committee spearheaded a dynamic, community-driven fundraising campaign. Among the key initiatives were the distribution of 2,000 home *hundials* (personal collection boxes) to devotees and volunteers, a well-attended fundraising lunch on 3 September 2024 and a golf fundraiser held on 14 March 2025. The innovative 'Adopt-a-Granite' programme invited devotees to sponsor granite blocks for the construction of the temple's three principal sanctums, fostering a deep sense of personal connection to the sacred space. Additional efforts included direct outreach to corporate sponsors and conduct of the *Siva Maalaa Mantra Maha Yaagam* during *Maha Shivaratri* in early 2024 and 2025, infusing the campaign with spiritual significance and communal devotion.
53. Dr. Pitchai Sivachariyar Gurukkal, renowned for having presided over more than 2,500 *Kumbabishekams* (temple consecration ceremonies) - including those of some of India's most prominent temples - was specially engaged to lead the religious ceremonies associated with SST's Consecration Ceremony. He would be joined by the Chief Priest of SST and a distinguished team of approximately 100 priests who would, collectively, conduct the elaborate series of pre-consecration, consecration and post-consecration rituals in strict adherence to Vedic tradition.

Maha Sivarathri (Great Night of Lord Shiva)

54. Despite being scaled down due to ongoing temple redevelopment work, the *Maha Sivarathri* celebration on 26 February 2025 still drew an impressive crowd of nearly 15,000 devotees. As part of the grand festivities, devotees witnessed the sacred *Maha Yaagam* (fire ritual), and the divine *Thirukalyanam*—a symbolic wedding ritual of Sri Viswanathan and Sri Visalakshi.

Vinayagar Chathurthi (Festival for Lord Ganesha) and Other Religious Celebrations

55. *Sri Vinayagar Chathurthi* was celebrated on 7 September 2024 with special *archanais* (prayers) featuring *arugampul* (Bermuda grass) and *mothagam* (sweet dumplings), while devotees offered *paal kudam* (milk pots) in devotion throughout the day.
56. The following festivals were also celebrated at Sri Sivan Temple:
- *Vasantha Navarathri*
 - *Aadi Amavasai*
 - *Mahalaya Amavasai*
 - *Navarathri*
 - *Skantha Sashti*
 - *Thirukarthigai Deepam*

- *Thiruvembavai Vizha*
- *Aruthra Tharisanam*
- *Thai Amavasai*
- *Maasi Magam*
- *Pradosham's* monthly events

Sri Vairavimada Kaliamman Temple

Brahmotsavam (Sacred 10-day festival)

57. At Sri Vairavimada Kaliamman Temple (SVKT), this ten-day festival is held annually in conjunction with Chitra Pournami—the first full moon of the Tamil New Year. The festive spirit soared during the *Brahmotsavam* in April 2024 with the sacred rituals commencing with *shakti karagam*—the ceremonial carrying of the holy vessel. This was followed by the *Kodiyetram* (flag hoisting), marking the formal start of the festival, culminating in a chariot procession within Toa Payoh-Bishan-Ang Mo Kio towns, *Theerthavari* (ritual immersion of the deity in water), and *Kodiyirakkam* (lowering of the festival flag).
58. Throughout the festival, many devotees undertook vows and spiritual offerings, including: *Maavilakku Poojai* (offering rice flour lamps) and *Paal Kudam* (carrying milk pots in reverence). The *Brahmotsavam* celebrations ended with deeply symbolic rituals: a *Padayal Pooja*, offering food to the sacred *Kodimaram*, followed by the *Oonjal Seva*, where Goddess Sri Vairavimada Kaliamman was honored in a gentle swing ceremony. The event attracted a strong turnout from devotees and attained notable reach across social media platforms.

Sri Guruvayurappan Dasavathara Moola Manthra Maha Yagam (Ritual dedicated to Sri Guruvayurappan)

59. The *Dasavathara Moola Manthra Maha Yagam*, conducted over ten days in September 2024 at SVKT, saw Sri Guruvayurappan worshipped with deep reverence. This sacred event was held in conjunction with the auspicious month of *Purattasi*, a time traditionally dedicated to the worship of Lord Sri Vishnu. The *Yagam* centered around the *Dasavatharam*, the ten divine incarnations of Sri Vishnu— with each day devoted to one avatar. Devotees had described the *Yaagam* as spiritually energising and expressed appreciation for how well it was conducted. The festival concluded with devotees participating in the *5,008 Laddu Samarpanam* for Sri Guruvayurappan.

Makara Vilakku (Festival dedicated to Swamy Ayyappan)

60. *Nei Abishegam* for Swamy Ayyappan was performed in December 2024 at SVKT as part of the sacred *Mandala Poojai* observances. Devotees offered ghee, milk, honey, and sandalwood paste during the ritual, which were later distributed as *prasadam* (sanctified offerings). This spiritually significant event served as a prelude to the grand *Makara Vilakku* festival.

61. *Sri Swamy Ayyappan Irumudi* festival took place in January 2025. The highlight of the event was the Sri Swamy Ayyappan Silver Chariot procession, which drew enthusiastic crowds of devotees at stopping points outside Little India Arcade, Sri Veeramakaliamman Temple, Sri Srinivasa Perumal Temple and Sri Vadapathra Kaliamman Temple.
62. *Makara Vilakku* celebrations at SVKT followed the 41-day *Mandala Poojai*, a period of intense devotion and austerity observed by devotees. The festival was celebrated with deep reverence and vibrant participation. The ceremonies commenced with *abishegam* (ritual bathing of the deity), *vedaparayanam* (recitation of sacred texts), and collective chanting of the *Sri Ayyappan Ashtotharam* (108 holy names). Highlights included the *Maha Padi Pooja* (worship of the celestial steps) and *Sri Ayyappan Laksharchanai* (chanting of one hundred thousand names of the deity).

Sri Navakshari Laksha Jaba Maha Yaagam

63. The annual 9-day *Sri Navakshari Laksha Jaba Maha Yaagam* was successfully conducted in March 2025. One of the most captivating moments of the festival unfolded on the evening of 22 March, with a majestic chariot procession that drew awe and devotion, marking this as a signature event for SVKT. Ornate chariots carrying the revered deities from three iconic temples - Sri Mariamman Temple, Sri Veeramakaliamman Temple, and Sri Vadapathira Kaliamman Temple - graced the grounds of SVKT. This extraordinary convergence allowed devotees to receive blessings from multiple divine manifestations in a single, sacred gathering that resonated with traditional music and rhythmic chanting. Beyond its spiritual importance, chariot festival was a valuable opportunity for SVKT to build stronger relationships with non-HEB temples.
64. *Navakshari* festival culminated with the *Ekadhina Laksharchanai*, a day of intense devotional chanting. Over 100,000 recitations of sacred mantras were offered in praise of Sri Vairavimada Kaliamman, creating a powerful spiritual atmosphere and marking the successful conclusion of the *Yaagam*. The 2025 edition of the *Sri Navakshari Laksha Jaba Maha Yaagam*, executed with meticulous planning and heartfelt participation, was a resounding success.
65. Other religious observances at SVKT include:
- *Sri Angalamman Festival*
 - *Sri Durga Sumangali Poojai*
 - *Aadi Perukku*
 - *Sri Periyachi Poojai*
 - *Vinayagar Chathurthi*
 - *Navarathri*
 - *Puratassi*
 - *Skanda Sashti and Aarupadai Veedu*
 - *Thai Pongal*

Extending SVKT's Reach

66. In celebration of Racial and Religious Harmony Month, SVKT took part in the inaugural Bishan-Toa Payoh and Marymount Food Fiesta and Carnival at Bishan Community Club in July 2024. The event was graced by Mr Chee Hong Tat, Minister for Transport and Second Minister for Finance, alongside Ms Gan Siow Huang, Minister of State for Education and Manpower. SVKT warmly welcomed carnival attendees with a booth featuring an array of traditional sweets and savouries. As a gesture of appreciation for the Temple's enduring service and commitment to the community, the event organisers presented a commemorative plaque to the Temple Chairman.
67. In August 2024, SVKT welcomed 160 students from Presbyterian High School for an educational visit. The session introduced students to the fundamentals of Hinduism, its vibrant traditions, and the temple's historical and architectural significance. Emphasis was placed on the temple's role in fostering multi-racial and multi-cultural harmony in Singapore. Students also learned about the temple's charitable initiatives, including its practice of offering free meals to those in need. The visit highlighted the temple's broader mission; not just as a place of worship, but as a place where cultural diversity is embraced and community bonds are strengthened.
68. Between April 2024 and March 2025, SVKT hosted numerous visitors from grassroots, and community organisations. One of the visits was by residents from Toa Payoh Community Club. Held on a Saturday morning, the visit offered participants an insightful introduction to the temple's history, architectural features, key festivals, and traditional rituals. A highlight of the tour was the vegetarian brunch served by the temple - an enjoyable and memorable experience, especially for many first-time visitors.
69. *Samarpanam*, a new monthly community initiative was introduced in October 2024 to allow devotees to express heartfelt dedication to the SVKT's main deity through various art forms. The programme which provides budding artists an opportunity to perform at main sanctum of the temple has had excellent support from the community. Especially since it brings Hindu families, youths and even children to be meaningfully engaged at the temple.

K) HEB CONNECTS WITH THE COMMUNITY

Gifting and Goodwill

70. Boxes of dates were presented to six mosques across Singapore in support of Ramadan fasting and Iftar celebrations in March 2025. This annual gesture reflects the Board's recognition of the spiritual significance of breaking fast with dates and underscores its longstanding relationship with the Muslim community. Through this meaningful tradition, HEB reaffirms its commitment to fostering social cohesion, mutual respect, and interfaith harmony within Singapore's multi-ethnic and multi-religious society.
71. Festive gifts were also presented to the Buddhist and Taoist communities during Chinese New Year, and to the Catholic and Christian communities during

Christmas. These gestures reflect HEB's ongoing commitment to foster interfaith harmony and mutual respect across Singapore's diverse religious landscape.

Community Giving Initiatives

72. In Singapore, the President's Challenge is a flagship social initiative that promotes a culture of care, compassion, and active citizenship. It brings together individuals, organizations, and communities to support vulnerable groups and drive meaningful social impact across the nation. Since its inception in 2000, HEB, Hindu temples, and various Indian organisations in Singapore have been steadfast supporters of this national charity initiative. In 2024, the Board helped collectively raise \$90,000 and the cheque presentation took place during the Little India Deepavali Light-Up Launch Ceremony on 14 September 2024.
73. Since the signing of a Memorandum of Understanding (MoU) in 2023 with the Little India Shop Owners and Heritage Association (LISHA), HEB actively collaborates on initiatives that promote Indian culture, heritage, and traditions. Through this partnership, HEB lends its support to major cultural festivities in Little India—namely *Thai Pongal* (harvest festival), *Putthandu* (Tamil New Year), and *Deepavali* (Festival of Lights) - underscoring its ongoing commitment to preserving and showcasing the vibrancy of Indian heritage in Singapore.
74. In November 2024, a donation of \$30,000 was made to the Inter-Religious Organisation (IRO) Singapore in support of its ongoing interfaith initiatives during HEB's Interfaith Deepavali Tea. The event brought together apex religious leaders, community representatives, and members from all major faiths in Singapore in celebration. The gathering reflected HEB's continued commitment to promote religious harmony and support platforms that foster mutual understanding across communities.

Karma Kaariya Nilayam – A Community Facility for *Karumathi* Prayers (Hindu Post- Death Rites)

75. HEB's latest initiative, Karma Kaariya Nilayam, was set up to offer Hindu families in Singapore a dedicated and respectful space for conducting *karumathi* (post-death rite) prayers in accordance with traditional religious customs. Located adjacent to Changi Beach Car Park 2, and estimated to cost around \$500,000, it houses four purpose-built prayer halls designed to offer a serene and dignified environment for post-death ceremonies.
76. The facility has been thoughtfully designed with user safety and accessibility in mind. It includes mobility ramps, safety railings, and non-slip flooring to ensure ease of movement for all visitors. For added security, the premises is CCTV monitored, has controlled access, and is fully equipped with the essential utensils required for performing Hindu post-death rituals.
77. As of 31 March 2025, the facility remained in its trial phase, with bookings coordinated through selected temples offering death rite services. It is scheduled to become fully operational in September 2025, at which point users will be able to make bookings directly via its dedicated online platform.

Enriching Lives through Art and Culture

78. HEB's Cultural Events Committee (CEC) collaborated closely with the temples to curate a vibrant array of arts and cultural programmes aligned with key festivals and special occasions. From captivating vocal and dance performances to enlightening religious discourses, the events catered to a wide spectrum of interests and age groups. Signature celebrations such as *Navarathri* (the Nine Nights Festival), *Vaikunda Ekadasi* (in the Tamil month of *Margazhi*) and *Vasantha Utsavam* (Spring Festival) were marked by extensive cultural offerings that brought people together in celebration of artistic expression.
79. In 2024, the CEC successfully presented three major productions at PGP Hall, each celebrating the richness of Hindu heritage through performing arts. The first, *Tales from the Bull and Tiger*, was a critically acclaimed dance drama staged in July by Padmashri Dr. Ananda Shankar Jayant and a troupe of 16 dancers. The production creatively narrated the stories of Lord Shiva and Goddess Parvathy through the perspectives of their deity mounts or *vahanas* - *Nandi* (the bull) and *Simha* (the lion) - and was praised for its outstanding choreography, artistic depth, and visual elegance.
80. The second production, *Manickavasagar*, was a musical drama that portrayed the life and spiritual journey of a revered Saivite saint, known for composing the sacred Tamil hymns *Thiruvagasam* and *Thirukovaiyar*. The musical drama received heartfelt applause, as audiences were deeply moved by its soulful compositions and powerful storytelling that paid homage to the richness of Tamil devotional literature.
81. *Draupadi*, by Komal Theatre, was the third production staged, and its October 2024 run was just ahead of the Fire Walking Festival. Centered on the legendary heroine Draupadi, who is venerated during the festival, the production struck a powerful chord with the audience. The performance was well received, underscoring the enduring cultural significance of Draupadi's narrative.

L) UPLIFTING THE COMMUNITY THROUGH *SEVA* (SELFLESS SERVICE)

82. The Community Seva Committee (CSC) of HEB plays a vital role in extending the spirit of service beyond temple walls, fostering meaningful connections with the wider community. Through collaborations with social service agencies, grassroots organisations, and religious institutions, the committee organises outreach programmes, festive sharing events, and educational engagements that reflect the Hindu ethos of *seva* - selfless service. Whether it's distributing care packs, or supporting youth and eldercare efforts, the CSC remains committed to enriching lives and building a more connected and caring society. The CSC took the lead to organise several dedicated initiatives to serve the community during the period under review.

'Breaking the Silence' – A Symposium on Action Against Domestic Violence

83. The persistent and often hidden nature of domestic abuse calls for urgent, compassionate, and coordinated action. In response, the Hindu Endowments Board (HEB) through CSC partnered with the Ministry of Social and Family Development, Singapore Indian Development Association (SINDA), Thye Hua

Kwan Moral Society, and Casa Raudha Ltd to host 'Break the Silence' - a symposium aimed at confronting domestic violence head-on. The event brought together experts, community leaders, and support organisations in a united stand against abuse, highlighting the importance of awareness, early intervention, and survivor support. The symposium reinforced the need to cultivate a culture of zero tolerance for domestic violence and was a first step towards empowering the Hindu community to speak out and support those affected.

Community Meal Outreach

84. CSC continued its heartfelt tradition of distributing cooked meals and festive treats to disadvantaged families across Singapore during key celebrations like *Pongal*, *Puthandu*, *Deepavali*, and National Day. As part of these efforts, 2,200 families received specially prepared vegetarian lunch boxes accompanied by traditional Deepavali savouries and sweets - bringing warmth and joy to homes during the festive season. These meaningful distributions were made possible through close collaboration with the People's Association and Indian Activity Executive Committees (IAECs) from 30 community clubs, who play a vital role in identifying and reaching out to beneficiaries.
85. Separately, the CSC and Sri Mariamman Temple work with Muneeswaran Community Services Ltd to distribute 200 lunch boxes each month to deserving Singaporeans in the Bukit Merah and Queenstown area.
86. Recognising that many Hindu migrant and domestic workers are unable to partake in the traditional *annathanam* (free meal) offerings held at Hindu temples on Saturdays during the Tamil month of *Puratassi*, CSC organized a special banana leaf lunch on 6 October 2024 at PGP Hall for them. The event welcomed over 5,000 migrant and domestic workers, providing them with a meaningful opportunity to partake in this sacred tradition. CSC shared that the initiative was not only a gesture of appreciation for the invaluable contributions of migrant workers but also an invitation for them to experience the cultural richness of a *Purattasi* celebration in Singapore.

Raising Awareness of a National Legacy Planning Campaign

87. CSC has played a pivotal role in bridging awareness gaps within the Indian community regarding the importance of the Lasting Power of Attorney (LPA). In support of the national campaign, CSC organised accessible resources and partnered with volunteer lawyers to offer pro bono LPA certification services during outreach drives in May 2024 and March 2025. These sessions made significant strides in dispelling cultural hesitations and misconceptions surrounding mental incapacity and legal delegation, particularly within the Hindu community. Through thoughtful engagement and education, CSC empowered individuals to take proactive steps in safeguarding their future decision-making.

M) MISSION TO INSTIL MORAL AND RELIGIOUS VALUESProject Bhakti

88. Project Bhakti (PB), an outreach initiative by HEB, is dedicated to nurturing Hindu values and morals in children through structured educational programmes. Classes are conducted weekly – on Saturdays at Sri Siva-Krishna Temple (until September 2024), Arulmigu Murugan Temple (from February 2025), Holy Tree Sri Balasubramaniam Temple (from February 2025) and Sri Veeramakaliamman Temple, and on Sundays at Darma Muneeswaran Temple, Sree Ramar Temple, Sri Ruthra Kaliamman Temple (until September 2024), Sri Veeramakaliamman Temple and Sri Mariamman Temple.
89. The response to Project Bhakti has been overwhelmingly positive. Parents have expressed appreciation for the programme, particularly praising the depth and relevance of the syllabus. Volunteer teachers have been commended for their passion and commitment, with many receiving heartfelt recognition for their enthusiasm and dedication to shaping young minds.
90. During the review period, 288 students were enrolled in the programme, with 21 volunteer teachers.

Hindu Youth Network

91. Launched in 2020 under the auspices of HEB, the Hindu Youth Network (HYN) was established to nurture a vibrant and informed community of young Hindus. Its mission is to deepen youths' understanding of Hindu philosophy and scriptural teachings, while highlighting their relevance in modern, everyday life. Since its inception, HYN has grown into a dynamic network of 70 active members who regularly participate in spiritual, cultural, and service-based initiatives. With a strong and growing digital presence, HYN now engages over 9,500 followers across its social media platforms
92. One of its cornerstone initiatives is Bhakti Sagara, a weekly scriptural study group held every Saturday. This programme encourages youths to explore Hindu scriptures and reflect on their relevance in everyday life. HYN also organises Temple Heritage Tours across Singapore's historic temples. These tours provide participants with insights into temple architecture, rituals, and traditions, helping them connect more deeply with Hindu heritage.
93. In addition to educational and cultural programmes, there is strong emphasis on *seva* (selfless service). Youths actively volunteer at HEB and temple events contributing their time and energy to community service.

Living Hinduism (Classes for adults)

94. Living Hinduism, first introduced in 2021, is a thoughtfully designed course aimed at deepening participants' understanding of Hindu principles through practical, real-world applications. In its fifth edition, the 2024 programme offered its participants accessible and meaningful insights into Hindu philosophy.

95. The theme for this edition centered on the concept of Yoga or union (with God), explored through its four classical paths—Karma Yoga (the path of selfless action), Bhakti Yoga (the path of devotion), Gyana Yoga (the path of knowledge), and Raja Yoga (the path of meditation and discipline). Each path was presented in a way that connected timeless teachings to everyday life, empowering participants to integrate spiritual wisdom into their personal and professional experiences.

Gita Jayanti

96. Gita Jayanti which began in 1997, was introduced to promote the learning, recitation, and understanding of the Bhagavad Gita. Over the years, it has evolved into a vibrant annual celebration featuring devotional chanting, cultural competitions, mass *havans* (ritual offerings), and thought-provoking forums. In recognition of its growing significance, the Gita Jayanti Working Committee was formally inducted as a sub-committee of the HEB in 2019.
97. Hindu temples and organisations across Singapore play a vital role in the success of Gita Jayanti, with a different group assuming the lead each year. In 2024, Sri Krishnan Temple served as the lead organiser, guiding a series of meaningful initiatives that embodied the spiritual essence and cultural values of the celebration.

N) SUPPORTING HEALTHY LIVING AND WELLNESS IN THE COMMUNITY

98. HEB's Medical Support Services (MSS) is a longstanding outreach initiative fully operated by volunteer medical professionals, comprising 147 registered nurses and 14 medical doctors. Established in the 1990s as a modest programme offering medical counselling to temple devotees, MSS has since grown into one of HEB's most enduring and impactful community efforts. Its continued success reflects the dedication of healthcare volunteers and HEB's commitment to holistic well-being within the temple community.

Health Festival

99. The 2024 edition of the Health Festival organised in collaboration with MediaCorp in August 2024 drew an encouraging turnout of approximately 700 participants. The festival continues to serve as a cornerstone of HEB's health outreach efforts within the Indian community. The introduction of enhanced screening services at the event focus on preventive care and early detection in the targeted population. Senior Minister of State for Digital Development and Information and Health, Dr Janil Puthuchery who attended the event emphasised the importance of collaborations between community organisations encouraging healthier lifestyles. The event also spotlighted the 'Healthy 365' app as a practical tool for tracking physical activity and dietary habits, reinforcing the commitment to empowering individuals with accessible health resources.

Medical Coverage and Medical Check Ups

100. On-site medical coverage was provided by medical volunteers for *Puratassi* at Sri Srinivasa Perumal Temple, *Theemithi Vizha* at Sri Mariamman Temple and for *Pangguni Uthiram* at Holy Tree Sri Balasubramaniam Temple.
101. As part of its ongoing commitment to wellness, MSS also provides regular health check-ups for temple staff, ensuring that those who serve the community are supported in their own physical well-being.
102. In 2024, MSS introduced a meaningful initiative titled “I Care for My Health”, aimed at enhancing aged care support within the community. As part of this programme, volunteer medical professionals conducted monthly home visits to seniors who are beneficiaries of the Project Smile Charity. These visits focused on guiding recipients in managing their prescription medications, conducting basic health checks, and providing personalised care counselling. The initiative aligns with Singapore’s national healthcare priorities, promoting proactive eldercare and empowering seniors to take charge of their health in a supportive and familiar environment.

Seminars and Webinars

103. A Youth Mental Wellness Symposium held in November 2024 was a significant initiative aimed at addressing the growing importance of mental health among Indian youth in Singapore. Organised jointly by the Singapore Indian Development Association (SINDA), Singapore Nurses Association and MSS, the event brought together educators, mental health professionals, youth leaders, and community stakeholders to explore strategies for supporting emotional resilience and psychological well-being.

Deepavali Joy with HEB-Ashram residents

104. As part of its annual outreach tradition, MSS volunteers visited HEB-Ashram halfway house to celebrate Deepavali with its residents, continuing a cherished practice in 2024. The visit was marked by warmth and festive cheer, with volunteers distributing specially prepared treats, goodie bags containing essential items, and NTUC vouchers to residents and their families. The occasion brought joy and a sense of togetherness, and remains a highlight for Ashram residents, who eagerly anticipate MSS volunteers visit each year.

O) HEB-ASHRAM HALFWAY HOUSE – A JOURNEY OF IMPACT AND TRANSFORMATION

105. HEB-Ashram halfway house continues to play a vital role in the rehabilitation and reintegration of individuals seeking a fresh start. In 2024, the Ashram supported 57 mandated clients under the Halfway House New Service Model and 2 walk-in clients through its Residential Aftercare Support Programme. This success is rooted in the Ashram’s strong and sustained partnerships with government agencies, community organisations, sponsors, families, and dedicated individuals. Together, they form a robust support network that empowers residents on their journey toward recovery, personal growth, and meaningful reintegration into society.

Donations

106. Donors continue to support HEB-Ashram for its exemplary model of rehabilitation, compassion, and community reintegration. As an Institution of Public Character (IPC), HEB-Ashram is widely respected for its transparency, accountability, and transformative impact - having helped over 1,200 individuals and families rebuild their lives. Its mission of offering second chances, particularly to those overcoming addiction and hardship, resonates deeply with philanthropic partners. In 2024, this support was notably reflected through generous contributions: Lee Foundation donated \$100,000 in August, Keppel Club contributed \$75,000 from proceeds of a charity golf event in September, and Shaw Foundation extended a \$25,000 donation that same month. Prestige Products Distribution Pte. Ltd. also stood out as a substantial donor, contributing \$50,000 for two consecutive years in support of Project Home Pride. In total, donations in FY 24-25 amounted to \$583,854. These gifts underscore the trust and confidence donors place in HEB-Ashram's work, and their shared commitment to uplifting lives through meaningful rehabilitation.

HEB-Ashram's Calendar of Programmes and Community Engagement

107. HEB-Ashram Halfway House maintains a vibrant and purposeful calendar of events that reflects its holistic approach to rehabilitation and reintegration. Throughout the year, residents engage in a diverse range of programmes designed to nurture emotional well-being, spiritual growth, and practical life skills. Cultural celebrations such as Deepavali, Pongal, and other festive occasions are marked with joy and inclusivity, often involving residents' families, volunteers, and community partners.
108. In support of independent living, residents participate in financial literacy workshops, vocational training, and job placement initiatives. Therapeutic activities such as yoga, meditation, and counselling are complemented by health and wellness programmes, sports, games, and regular outings that promote physical and mental resilience.
109. HEB-Ashram also actively collaborates with national and grassroots initiatives - including DrugFreeSG Light Up, President's Challenge, beach cleaning and home decluttering projects with Residents' Committees - providing residents with opportunities to contribute meaningfully to society. These engagements not only reinforce personal growth but also strengthen community ties.

Gift From the Heart (GFTH)

110. Gift from the Heart, launched by HEB in 2009, remains a cornerstone initiative supporting families experiencing financial hardship. In response to rising living costs and valuable feedback from beneficiaries, the programme, which is managed by HEB-Ashram, was further strengthened in July 2024 to better address beneficiaries' evolving needs. The number of beneficiaries was expanded from 270 to 300, and the monthly assistance per household was increased from \$50 to \$80.

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111. Approximately 85% of beneficiary disbursements under the Gift from the Heart programme are provided in the form of grocery gift cards, offering recipients flexibility in meeting their household needs. The remaining 15% comprises a combination of retail vouchers and direct grocery supplies, tailored to suit specific family circumstances and preferences. This distribution model ensures practical support while maintaining sensitivity to the diverse needs of beneficiaries.

P) HEB EDUCATION FUND – INVESTING IN THE LIVES OF YOUNG HINDUS

112. HEB views education as a powerful catalyst for personal and societal advancement. Since its founding, HEB has actively supported a range of targeted educational initiatives aimed at uplifting young Hindus. In recent years, the organisation has deepened its commitment by prioritising investment in tertiary education, making it a central pillar of its development strategy.

Sivadas-HEB Education Fund

113. Established in 2012, the Sivadas-HEB Education Fund is administered by HEB and was created through a generous bequest from the Estate of the late Mr Sivadas Sankaran. In accordance with the donor's wishes, the fund provides bursaries and grants to support tertiary education for disadvantaged Hindus. This enduring legacy continues to empower students by easing financial barriers and fostering access to higher learning.
114. In 2024, HEB organised two bursary presentation ceremonies to support Hindu students pursuing tertiary education. The first ceremony, held in May, awarded education grants ranging from \$1,000 to \$1,500 to 133 students enrolled in public tertiary institutions. An additional 22 students from private education institutions received tuition subsidies between \$1,500 and \$5,000. The event was graced by Ms Indranee Rajah, Minister in the Prime Minister's Office and Second Minister for Finance and National Development. In her address, Ms Rajah commended HEB's efforts for supporting students from disadvantaged backgrounds and investing in a more inclusive and resilient society. The bursary recipients were enrolled in a diverse range of disciplines, including nursing, medicine, and other professional fields, reflecting HEB's commitment to nurturing future leaders across sectors.
115. In the second invitation for the year, 111 applicants were granted bursaries – 97 education grants and 14 tuition subsidies were awarded. Mr Zhulkarnain Abdul Rahim, Member of Parliament for Chua Chu Kang, presented the bursaries to recipients who were enrolled in a diverse range of disciplines, including nursing, and teaching.
116. A total of \$552,565 was disbursed as education grants and tuition subsidies to Hindu students from public and private universities, polytechnics, and institutes of technical education (ITE) during the review period. Since 2012, the Estate of Sivadas Sankaran has disbursed \$6,389,192 towards the education and betterment of disadvantaged Hindu students.

Rama Arunachalam Chettiar and A R Mangayarkarasi Achi Fund

117. The Rama Arunachalam Chettiar and AR Mangayarkarasi Achi Fund was established in November 2015. Administered by HEB, the fund provides bursaries to support the education of children from financially disadvantaged backgrounds. In accordance with the terms of the Trust, a minimum 80% of the beneficiaries must be of Hindu faith, ensuring the fund remains aligned with the donor's philanthropic intent.
118. HEB's Education Fund Committee worked with Dyslexia Association of Singapore to develop a financial assistance scheme that promotes the intent of the Trustees. Children enrolled in Dyslexia Association's programmes were granted bursaries amounting to \$47,985 between April 2024 and March 2025.

Q) INFORMATION TECHNOLOGY (IT) INITIATIVES

119. HEB continues to embrace digital transformation as a means of enhancing service delivery, operational efficiency, and community engagement. Through strategic investments in IT infrastructure and innovation, the organisation has launched several initiatives that streamline processes, improve accessibility, and empower beneficiaries with modern tools for learning and development. They include:
- An online temple services booking system,
 - A facility booking system (PGP Hall), and
 - A learning management system for the Living Hinduism programme.
120. HEB implemented a robust Cybersecurity Awareness Programme to safeguard its digital infrastructure and protect sensitive data. This initiative ensures that staff and stakeholders are equipped with the knowledge and tools to identify cyber threats, practice safe online behaviour, and comply with regulatory requirements. Training covered key topics such as phishing detection, password hygiene, secure data handling, and incident reporting protocols.

R) COMMERCIAL PROPERTIES

121. Little India Arcade, HEB's largest investment property, achieved an impressive occupancy rate of 99.7%. HEB's two other properties, located at 209 South Bridge Road and 36 Mosque Street, both maintained full occupancy at 100%, reflecting the continued appeal and strategic value of HEB's property portfolio.

S) FINANCIAL STATEMENTS

122. The audited financial statement of the Board for the year ended 31 March 2025 is appended with this report.

**Independent auditor's report to the members of
HINDU ENDOWMENTS BOARD****Report on the audit of the financial statements*****Opinion***

We have audited the accompanying financial statements of Hindu Endowments Board (the "Board") and its components made up of its endowments, funds and subsidiary (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Board as at 31 March 2025, the consolidated statement of comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows of the Group and statement of comprehensive income and statement of changes in funds of the Board for the year then ended, and notes to the financial statements, including the material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in funds of the Board are properly drawn up in accordance with the provisions of the Hindu Endowments Act 1968 (the "Act") and Financial Reporting Standards ("FRSs") so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Board as at 31 March 2025, and of the consolidated financial performance, consolidated changes in funds and consolidated cash flows of the Group and the financial performance and changes in funds of the Board for the year ended on that date.

Basis for opinion

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

Other information

Management is responsible for the other information. The other information comprises the statement by the board members and the annual report but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this audit report.

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

Other information (cont'd)

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.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the board members and take appropriate actions in accordance with SSA.

Responsibilities of management 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 FRS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation and fair presentation of the financial statements and to maintain accountability of assets.

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSA 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 SSA, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

Auditor's responsibilities for the audit of the financial statements (cont'd)

- b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the board members with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.


**Independent auditor's report to the members of
HINDU ENDOWMENTS BOARD****Report on other legal and regulatory requirements**

In our opinion, the accounting and other records required by the Act to be kept by the Board of which we are the auditors have been properly kept in accordance with the provisions of the Act.

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

- (a) The income, expenditure and the acquisition and disposal of assets by the Board have not complied with the provisions of the Act;
- (b) The use of the donation moneys received by HEB-Ashram Halfway House ("HEB-Ashram") was not in accordance with the objectives of HEB-Ashram as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (c) HEB-Ashram has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Uthaya Chandrikaa D/O Ponnusamy.



RSM SG ASSURANCE LLP

RSM SG Assurance LLP
Public Accountants and
Chartered Accountants
Singapore

17 September 2025

Engagement partner – effective from year ended 31 March 2022

HINDU ENDOWMENTS BOARD
Statements of comprehensive income
Year ended 31 March 2025

	<u>Note</u>	<u>Group</u>		<u>Board</u>	
		<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
		\$	\$	\$	\$
Income					
Administrative income		—	—	180,000	180,000
Donations and contributions		4,617,238	3,435,408	4,717,238	3,535,408
Interest and dividend income	4	2,279,817	2,357,049	2,319,196	2,443,809
Miscellaneous income	5	2,454,571	1,764,162	2,407,474	1,708,127
Rental income	6	4,747,745	5,050,535	1,266,581	1,620,160
Service income from temples	7	5,518,309	6,296,710	5,518,309	6,296,710
		<u>19,617,680</u>	<u>18,903,864</u>	<u>16,408,798</u>	<u>15,784,214</u>
Expenditures					
Depreciation	11, 12	1,533,811	1,755,924	1,381,445	1,611,357
Donations and contributions		220,101	253,026	170,100	203,026
Losses from changes in fair value of investments in financial assets	14C	128,745	546,866	128,745	546,866
Miscellaneous expenses	8	1,888,720	1,981,143	1,905,320	1,981,143
Property expenses		1,562,967	1,323,631	82,843	72,990
Repairs and maintenance		707,416	767,101	707,416	767,101
Employee benefits expense	9	5,014,307	4,452,702	5,014,307	4,452,702
Service expenses for temples	7	3,074,515	3,173,532	3,074,515	3,173,532
Utility charges		667,679	737,760	667,679	737,760
		<u>14,798,261</u>	<u>14,991,685</u>	<u>13,132,370</u>	<u>13,546,477</u>
Surplus before tax		4,819,419	3,912,179	3,276,428	2,237,737
Income tax expense	10	(155,879)	(248,732)	—	—
Net surplus for the year		<u>4,663,540</u>	<u>3,663,447</u>	<u>3,276,428</u>	<u>2,237,737</u>
<u>Other comprehensive income / (loss)</u>					
<i>Items that will not be reclassified to profit or loss</i>					
Changes in fair value of equity instruments at fair value through other comprehensive income ("FVTOCI")		553,985	(206,464)	553,985	(206,464)
Total comprehensive income for the year		<u>5,217,525</u>	<u>3,456,983</u>	<u>3,830,413</u>	<u>2,031,273</u>

HINDU ENDOWMENTS BOARD

Statements of financial position
As at 31 March 2025

	Notes	Group		Board	
		2025 \$	2024 \$	2025 \$	2024 \$
ASSETS					
Non-current assets					
Property, plant and equipment	11	18,114,296	17,359,983	18,087,819	17,336,824
Investment properties	12	3,597,529	3,515,451	2,816,600	2,787,790
Investment in subsidiary	13			4,940,381	4,940,381
Other financial assets	14	29,096,090	32,094,683	29,096,090	32,094,683
Trade and other receivables	15				685,000
Total non-current assets		<u>50,807,915</u>	<u>52,970,117</u>	<u>54,940,890</u>	<u>57,844,678</u>
Current assets					
Inventories	16	122,057	103,394	122,057	103,394
Other non-financial assets	17	124,857	91,309	107,480	76,944
Other financial assets	14	22,364,209	19,046,990	22,364,209	19,046,990
Trade and other receivables	15	1,967,955	1,268,671	1,756,478	2,225,761
Cash and cash equivalents	18	19,699,098	17,473,006	18,149,769	15,331,454
Total current assets		<u>44,278,176</u>	<u>37,983,370</u>	<u>42,499,993</u>	<u>36,784,543</u>
Total assets		95,086,091	90,953,487	97,440,883	94,629,221
FUNDS AND LIABILITIES					
Funds					
Unrestricted funds					
Accumulated fund	19A	78,729,246	75,591,393	82,603,017	80,852,276
HEB-Ashram general fund	19B	3,419,957	2,762,667	3,419,957	2,762,667
Total unrestricted funds		<u>82,149,203</u>	<u>78,354,060</u>	<u>86,022,974</u>	<u>83,614,943</u>
Restricted funds					
Temple redevelopment fund	19C	6,034,320	6,034,320	6,034,320	6,034,320
HEB specific purpose fund	19D	3,276,852	2,408,455	3,276,852	2,408,455
Fair value reserve	19E	738,631	184,646	738,631	184,646
Total restricted funds		<u>10,049,803</u>	<u>8,627,421</u>	<u>10,049,803</u>	<u>8,627,421</u>
Total funds		<u>92,199,006</u>	<u>86,981,481</u>	<u>96,072,777</u>	<u>92,242,364</u>
Current liabilities					
Income tax payable		267,766	296,887		
Other non-financial liabilities	20	319,262	251,756	319,262	251,756
Trade and other payables	21	2,300,057	3,423,363	1,048,844	2,135,101
Total current liabilities		<u>2,887,085</u>	<u>3,972,006</u>	<u>1,368,106</u>	<u>2,386,857</u>
Total liabilities		<u>2,887,085</u>	<u>3,972,006</u>	<u>1,368,106</u>	<u>2,386,857</u>
Total funds and liabilities		95,086,091	90,953,487	97,440,883	94,629,221