

CHILD AT STREET 11 LTD.

[UEN. 199501798C]

[A company limited by guarantee and
not having a share capital]

**AUDITED FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2025**

CONTENTS

Directors' Statement	2
Independent Auditor's Report	3
Statement of Financial Activities	6
Statement of Financial Position	14
Statement of Changes in Funds	15
Statement of Cash Flows	16
Notes to the Financial Statements	17

Fiducia LLP

[UEN. T10LL0955L]

Public Accountants and
Chartered Accountants of Singapore

71 Ubi Crescent
#08-01 Excalibur Centre
Singapore 408571
T: (65) 6846 8376
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DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of Child at Street 11 Ltd. (the "Company") for the financial year ended 31 December 2025.

In the opinion of the directors,

- a) the financial statements are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and the financial performance, changes in funds and cash flows of the Company for the financial year then ended; and
- b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Lee Siang Pohr Angeline Joyce	
Tay Swee Yuan	
Silitonga Michael Wilson	
Chia Lay Ling	
Chan Eng Geok Carol	
Barbara Lee Bar Na	
Ng Lu De, Ruth	
Sara Anne Pereira	(Appointed on 1 July 2025)
Chua Kok Wei Steven	(Appointed on 1 July 2025)
Teo Kian Chye	(Resigned on 1 January 2025)

Arrangements to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.


Other matters


As the Company is limited by guarantee, matters relating to interest in shares, debentures or share options are not applicable.

Independent auditor

The independent auditor, Messrs. Fiducia LLP, Public Accountants and Chartered Accountants of Singapore, has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors,

Signed by:

 67BCEAAB927048D...
 Lee Siang Pohr Angeline Joyce
 Director

DocuSigned by:

 358DBCBE6443F...
 Tay Swee Yuan
 Director

Singapore, 29 May 2026

Fiducia LLP

Public Accountants and
Chartered Accountants of Singapore

71 Ubi Crescent,
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Independent auditor's report to the members of:

CHILD AT STREET 11 LTD.

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a share capital]

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Child at Street 11 Ltd.** (the "Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial performance, changes in funds and cash flows of the Company 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 Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Loss arising from third-party fraud

As disclosed in Note 25 to the financial statements, the Company fell victim to a sophisticated telephonic impersonation fraud, resulting in an unauthorised transfer of S\$460,000. The financial impacts for financial year ended 31 December 2025 have been quantified and concluded, and corrective actions taken by the Board and implementation has been disclosed in the Note 25 to the financial statements. Our opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (set out on page 2), but does not include the financial statements and our auditor's report thereon which we obtained prior to the date of this auditor's report, and the annual report, which we 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.

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

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(CONT'D)

Independent auditor's report to the members of:

CHILD AT STREET 11 LTD.[UEN. 199501798C]
[A company limited by guarantee and not having
a share capital]**Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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(CONT'D)

Independent auditor's report to the members of:

CHILD AT STREET 11 LTD.[UEN. 199501798C]
[A company limited by guarantee and not having
a share capital]**Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)**

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

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

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

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

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

DocuSigned by:

Fiducia LLP

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Fiducia LLPPublic Accountants and
Chartered Accountants

Singapore, 29 May 2026

Partner-in-charge: Gan Chek Huat
PAB No.: 01939

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Invictus Fund (Tech-and-GO!)	President's Challenge	ECDA Cyclical Maintenance	
		S\$	S\$	S\$	S\$	S\$	S\$
2025 INCOME							
Income from generated funds							
<u>Voluntary income</u>							
- Donations	6	263,674	0	0	0	0	263,674
- Grants and fundings							
- Tote Board		289,343	0	0	0	0	289,343
- Other grants		0	0	5,344	0	0	5,344
		<u>553,017</u>	<u>0</u>	<u>5,344</u>	<u>0</u>	<u>0</u>	<u>558,361</u>
<u>Activities for generating funds</u>							
Fund-raising event							
- Charity golf	6, 22	432,851	0	0	0	0	432,851
		<u>985,868</u>	<u>0</u>	<u>5,344</u>	<u>0</u>	<u>0</u>	<u>991,212</u>
Income from charitable activities							
Childcare school fees	5	479,300	0	0	0	0	479,300
Field trips / excursions	5	700	0	0	0	0	700
School registration fees	5	1,900	0	0	0	0	1,900
School uniforms	5	2,580	0	0	0	0	2,580
Miscellaneous	5	375	0	0	0	0	375
		<u>484,855</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>484,855</u>
Other income							
Interest income		15,194	0	0	0	0	15,194
Progressive Wage Credit Scheme		29,611	0	0	0	0	29,611
Other grants		15,063	0	0	0	0	15,063
Miscellaneous		7,941	0	0	0	0	7,941
		<u>67,809</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>67,809</u>
Total income		<u>1,538,532</u>	<u>0</u>	<u>5,344</u>	<u>0</u>	<u>0</u>	<u>1,543,876</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

	Note	Unrestricted fund	Restricted funds			Total unrestricted and restricted funds	
		General Fund	Care and Share	Invictus Fund (Tech-and-GO!)	President's Challenge	ECDA Cyclical Maintenance	
		S\$	S\$	S\$	S\$	S\$	
2025 (CONT'D)							
EXPENDITURE							
Cost of charitable activities on childcare							
<u>Staff costs</u>							
Expensed equipment		1,739	0	0	5,427	0	7,166
Foreign worker levy		11,671	0	0	0	0	11,671
Medical welfare		6,486	0	0	0	0	6,486
Recruitment fee		7,384	0	0	0	0	7,384
Skills development levy		1,983	0	0	0	0	1,983
Staff insurances		893	0	0	0	0	893
Staff salaries, bonus and CPF contribution		970,433	0	0	0	0	970,433
Staff training and development		1,636	0	0	0	0	1,636
Staff welfare		4,225	0	0	0	0	4,225
	7	<u>1,006,450</u>	<u>0</u>	<u>0</u>	<u>5,427</u>	<u>0</u>	<u>1,011,877</u>
<u>Childcare related expenses</u>							
Allowance for impairment of fees receivables	10	21,217	0	0	0	0	21,217
Books and teaching materials		9	0	0	0	0	9
Events, outings and celebrations expenses		30,327	0	0	0	0	30,327
External professional fee		20,557	0	0	0	0	20,557
Financial assistance		16,228	0	0	0	0	16,228
Food provision		22,770	0	0	0	0	22,770
Stationery and material		1,319	0	0	0	0	1,319
Student welfare		4,424	0	0	0	0	4,424
		<u>116,851</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>116,851</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Invictus Fund (Tech-and-GO!)	President's Challenge	ECDA Cyclical Maintenance	
		S\$	S\$	S\$	S\$	S\$	S\$
2025 (CONT'D)							
EXPENDITURE (CONT'D)							
Cost of charitable activities on childcare (Cont'd)							
<i>Facility expenses</i>							
Amortisation of intangible assets	13	5,789	0	5,344	0	0	11,133
Centre supplies		5,315	0	0	0	0	5,315
Council fees		3,844	0	0	0	0	3,844
Depreciation	12	14,274	3,971	1,068	1,950	0	21,263
Marketing and fundraising expenses		6,960	0	0	0	0	6,960
Moving services		6,927	0	0	0	0	6,927
Repairs and maintenance		21,629	0	0	2,098	1,744	25,471
Short term leases – office premises	15	18,194	0	0	0	0	18,194
Utilities		15,775	0	0	0	0	15,775
		<u>98,707</u>	<u>3,971</u>	<u>6,412</u>	<u>4,048</u>	<u>1,744</u>	<u>114,882</u>
Total cost of charitable activities on childcare		<u>1,222,008</u>	<u>3,971</u>	<u>6,412</u>	<u>9,475</u>	<u>1,744</u>	<u>1,243,610</u>
Cost of generating funds							
Charity event expenses	22	<u>86,773</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>86,773</u>
Governance and administrative costs							
Accountancy fees		564	0	0	0	0	564
Audit fee		12,000	0	0	0	0	12,000
Bank charges		1,708	0	0	0	0	1,708
Donation expense		1,364	0	0	0	0	1,364
Fines and penalties		842	0	0	0	0	842
General expenses		916	0	0	0	0	916
<i>Balance carried forward</i>		<u>17,394</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>17,394</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Invictus Fund (Tech-and-GO!)	President's Challenge	ECDA Cyclical Maintenance	
		S\$	S\$	S\$	S\$	S\$	S\$
2025 (CONT'D)							
EXPENDITURE (CONT'D)							
Governance and administrative costs (Cont'd)							
Balance brought forward		17,394	0	0	0	0	17,394
Business licenses and permits		400	0	0	0	0	400
Insurance		2,819	0	0	0	0	2,819
Interest expense on lease liabilities	15	537	0	0	0	0	537
IT expenses		1,765	0	0	0	0	1,765
Postage and delivery		11	0	0	0	0	11
Printing and reproduction		4,767	0	0	0	0	4,767
Professional service		8,655	0	0	0	0	8,655
Staff costs	7	97,822	0	0	0	0	97,822
Subscription		8,832	0	0	0	0	8,832
Telephone and internet charges		3,344	0	0	0	0	3,344
Transportation		766	0	0	0	0	766
		<u>147,112</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>147,112</u>
Other expenditure							
Loss arising from third-party fraud	25	460,000	0	0	0	0	460,000
Total expenditure		<u>1,915,893</u>	<u>3,971</u>	<u>6,412</u>	<u>9,475</u>	<u>1,744</u>	<u>1,937,495</u>
NET EXPENDITURE FOR THE FINANCIAL YEAR		(377,361)	(3,971)	(1,068)	(9,475)	(1,744)	(393,619)
TOTAL FUNDS BROUGHT FORWARD		<u>1,084,476</u>	<u>3,971</u>	<u>1,068</u>	<u>56,912</u>	<u>0</u>	<u>1,146,427</u>
TOTAL FUNDS CARRIED FORWARD		<u>707,115</u>	<u>0</u>	<u>0</u>	<u>47,437</u>	<u>(1,744)</u>	<u>752,808</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund S\$	Care and Share S\$	Community Chest Fund S\$	Invictus Fund (Tech-and-GO!) S\$	President's Challenge S\$	S\$
2024							
INCOME							
Income from generated funds							
<u>Voluntary income</u>							
- Donations	6	336,795	0	0	0	0	336,795
- Grants and fundings							
- President's Challenge - 2024		0	0	0	0	45,000	45,000
- Tote Board		371,587	0	0	0	0	371,587
- Other grants		0	0	0	4,453	0	4,453
		<u>708,382</u>	<u>0</u>	<u>0</u>	<u>4,453</u>	<u>45,000</u>	<u>757,835</u>
<u>Activities for generating funds</u>							
Fund-raising event							
- Gala dinner	6, 22	246,063	0	0	0	0	246,063
		<u>954,445</u>	<u>0</u>	<u>0</u>	<u>4,453</u>	<u>45,000</u>	<u>1,003,898</u>
Income from charitable activities							
Childcare school fees	5	535,676	0	0	0	0	535,676
Field trips / excursions	5	1,105	0	0	0	0	1,105
School registration fees	5	1,900	0	0	0	0	1,900
School uniforms	5	1,600	0	0	0	0	1,600
		<u>540,281</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>540,281</u>
Other income							
Interest income		14,425	0	0	0	0	14,425
Progressive Wage Credit Scheme		32,545	0	0	0	0	32,545
Other grants		2,690	0	0	0	0	2,690
Miscellaneous	5	6,446	0	0	0	0	6,446
		<u>56,106</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>56,106</u>
Total income		<u>1,550,832</u>	<u>0</u>	<u>0</u>	<u>4,453</u>	<u>45,000</u>	<u>1,600,285</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Community Chest Fund	Invictus Fund (Tech-and-GO!)	President's Challenge	
		S\$	S\$	S\$	S\$	S\$	S\$
2024 (CONT'D)							
EXPENDITURE							
Cost of charitable activities on childcare							
<u>Staff costs</u>							
Expensed equipment		7,255	0	0	0	1,820	9,075
Foreign worker levy		10,472	0	0	0	0	10,472
Medical welfare		6,379	0	0	0	0	6,379
Recruitment fee		11,563	0	0	0	0	11,563
Skills development levy		1,852	0	0	0	0	1,852
Staff insurances		419	0	0	0	0	419
Staff salaries, bonus and CPF contribution		916,856	0	0	0	0	916,856
Staff training and development		13,032	0	0	0	0	13,032
Staff welfare		3,544	0	0	0	0	3,544
	7	<u>971,372</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,820</u>	<u>973,192</u>
<u>Childcare related expenses</u>							
Allowance for impairment of fees receivables	10	28,809	0	0	0	0	28,809
Book and teaching materials		1,580	0	0	0	0	1,580
Events, outings and celebrations expenses		30,028	0	0	0	0	30,028
External professional fee		26,021	0	0	0	0	26,021
Financial assistance		21,768	0	0	0	0	21,768
Food provision		21,974	0	0	0	0	21,974
Hygiene expense		419	0	0	0	0	419
Insurance expenses		1,510	0	0	0	0	1,510
Stationery and material		585	0	0	0	0	585
Student welfare		2,276	0	0	0	0	2,276
		<u>134,970</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>134,970</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Community Chest Fund	Invictus Fund (Tech-and-GO!)	President's Challenge	
		S\$	S\$	S\$	S\$	S\$	S\$
2024 (CONT'D)							
EXPENDITURE (CONT'D)							
Cost of charitable activities on childcare (Cont'd)							
<i>Facility expenses</i>							
Amortisation of intangible assets	13	1,114	0	0	4,453	0	5,567
Centre supplies		5,263	0	0	0	0	5,263
Council fees		2,773	0	0	0	0	2,773
Depreciation	12	13,152	27,459	84	2,134	1,950	44,779
Marketing and fundraising expenses		3,288	0	0	0	0	3,288
Moving services		5,548	0	0	0	0	5,548
Repairs and maintenance		20,533	0	0	0	20,680	41,213
Short term leases – office premises	15	18,194	0	0	0	0	18,194
Utilities		16,179	0	0	0	0	16,179
		<u>86,044</u>	<u>27,459</u>	<u>84</u>	<u>6,587</u>	<u>22,630</u>	<u>142,804</u>
Total cost of charitable activities on childcare		<u>1,192,386</u>	<u>27,459</u>	<u>84</u>	<u>6,587</u>	<u>24,450</u>	<u>1,250,966</u>
Cost of generating funds							
Gala dinner expenses	22	<u>73,882</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>73,882</u>

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)**

	Note	Unrestricted fund	Restricted funds				Total unrestricted and restricted funds
		General Fund	Care and Share	Community Chest Fund	Invictus Fund (Tech-and-GO!)	President's Challenge	
		S\$	S\$	S\$	S\$	S\$	S\$
2024 (CONT'D)							
EXPENDITURE (CONT'D)							
Governance and administrative costs							
Accountancy fees		564	0	0	0	0	564
Audit fee		11,990	0	0	0	0	11,990
Bank charges		858	0	0	0	0	858
Business licenses and permits		360	0	0	0	0	360
Donation expense		2,867	0	0	0	0	2,867
Fines and penalties		300	0	0	0	0	300
General expenses		382	0	0	0	0	382
Insurance		2,658	0	0	0	0	2,658
Interest expense on lease liabilities	15	137	0	0	0	0	137
IT expenses		1,814	0	0	0	0	1,814
Postage and delivery		48	0	0	0	0	48
Printing and reproduction		3,714	0	0	0	0	3,714
Staff costs	7	95,643	0	0	0	0	95,643
Subscription		6,255	0	0	0	0	6,255
Telephone and internet charges		4,019	0	0	0	0	4,019
Transportation		319	0	0	0	0	319
		<u>131,928</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>131,928</u>
Total expenditure		<u>1,398,196</u>	<u>27,459</u>	<u>84</u>	<u>6,587</u>	<u>24,450</u>	<u>1,456,776</u>
NET INCOME/(EXPENDITURE) FOR THE FINANCIAL YEAR		152,636	(27,459)	(84)	(2,134)	20,550	143,509
TOTAL FUNDS BROUGHT FORWARD		<u>931,840</u>	<u>31,430</u>	<u>84</u>	<u>3,202</u>	<u>36,362</u>	<u>1,002,918</u>
TOTAL FUNDS CARRIED FORWARD		<u>1,084,476</u>	<u>3,971</u>	<u>0</u>	<u>1,068</u>	<u>56,912</u>	<u>1,146,427</u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

	Note	2025 S\$	2024 S\$
ASSETS			
Current assets			
Cash and cash equivalents	8	605,519	1,153,936
Trade and other receivables	10	59,902	104,629
Inventories	11	13,290	13,728
		<u>678,711</u>	<u>1,272,293</u>
Non-current assets			
Fixed deposit	9	200,000	0
Property, plant and equipment	12	61,274	31,721
Intangible assets	13	16,700	27,833
		<u>277,974</u>	<u>59,554</u>
TOTAL ASSETS		<u>956,685</u>	<u>1,331,847</u>
LIABILITIES			
Current liabilities			
Trade and other payables	14	186,999	180,744
Lease liabilities	15	5,383	3,731
		<u>192,382</u>	<u>184,475</u>
Non-current liabilities			
Lease liabilities	15	11,495	945
Total liabilities		<u>203,877</u>	<u>185,420</u>
NET ASSETS		<u>752,808</u>	<u>1,146,427</u>
FUNDS			
Unrestricted fund			
General fund	16	707,115	1,084,476
Restricted funds			
Care and Share Matching Grant	16	0	3,971
Invictus Fund (Tech-and-GO!)	16	0	1,068
President's Challenge	16	47,437	56,912
ECDA Cyclical Maintenance	16	(1,744)	0
		<u>45,693</u>	<u>61,951</u>
TOTAL FUNDS		<u>752,808</u>	<u>1,146,427</u>

The accompanying notes form an integral part of these financial statements.

**STATEMENT OF CHANGES IN FUNDS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Balance at beginning of financial year S\$	Net expenditure for the financial year S\$	Balance at end of financial year S\$
2025			
Unrestricted fund			
General fund	1,084,476	(377,361)	707,115
Restricted funds			
Care and Share Matching Grant	3,971	(3,971)	0
Invictus Fund (Tech-and-GO!)	1,068	(1,068)	0
President's Challenge	56,912	(9,475)	47,437
ECDA Cyclical Maintenance	0	(1,744)	(1,744)
	61,951	(16,258)	45,693
Total funds	1,146,427	(393,619)	752,808

	Balance at beginning of financial year S\$	Net income / (expenditure) for the financial year S\$	Balance at end of financial year S\$
2024			
Unrestricted fund			
General fund	931,840	152,636	1,084,476
Restricted funds			
Care and Share Matching Grant	31,430	(27,459)	3,971
Community Chest Fund	84	(84)	0
Invictus Fund (Tech-and-GO!)	3,202	(2,134)	1,068
President's Challenge	36,362	20,550	56,912
	71,078	(9,127)	61,951
Total funds	1,002,918	143,509	1,146,427

The accompanying notes form an integral part of these financial statements.

**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Note	2025 S\$	2024 S\$
Cash flows from operating activities			
Net (expenditure)/income for the financial year		(393,619)	143,509
Adjustments for:			
- Allowance for impairment of fees receivables	10	21,217	28,809
- Depreciation of property, plant and equipment	12	21,263	44,779
- Amortisation of intangible assets	13	11,133	5,567
- Interest income		(15,194)	(14,425)
- Interest expense on lease liabilities	15	537	137
Operating cash flow before working capital changes		<u>(354,663)</u>	<u>208,376</u>
Changes in working capital:			
- Trade and other receivables		20,673	86,328
- Trade and other payables		(29,508)	(1,094)
- Inventories		438	1,366
Net cash (used in)/generated from operations		<u>(363,060)</u>	<u>294,976</u>
Interest income received		18,031	170
Net cash (used in)/generated operating activities		<u>(345,029)</u>	<u>295,146</u>
Cash flows from investing activities			
Placement of fixed deposit		(200,000)	0
Purchase of intangible assets	13	0	(33,400)
Purchase of property, plant and equipment	12	0	(15,917)
Net cash used in investing activities		<u>(200,000)</u>	<u>(49,317)</u>
Cash flows from financing activities			
Payment of principal portion of lease liabilities		(2,851)	(3,651)
Interest paid on lease liabilities		(537)	(137)
Net cash used in financing activities		<u>(3,388)</u>	<u>(3,788)</u>
Net (decrease)/increase in cash and cash equivalents		(548,417)	242,041
Cash and cash equivalents at beginning of financial year		<u>1,143,936</u>	<u>901,895</u>
Cash and cash equivalents at end of financial year	8	<u>595,519</u>	<u>1,143,936</u>

The accompanying notes form an integral part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

Child At Street 11 Ltd. (the "Company") is incorporated and domiciled in Singapore. The Company's registered office and the principal place of business is located at Block 102, Ang Mo Kio Avenue 3, #01-1429 Kebun Baru Heights, Singapore 560102.

The Company was incorporated on 15 March 1995 under the Companies Act 1967 and was registered as a charity on 30 April 1999 under the Charities Act 1994. The Company has been accorded an Institutions of a Public Character ("IPC") status from 3 January 2024 to 2 September 2025 and renewed from 3 September 2025 to 2 September 2026.

The principal activities of the Company are those of generally in charitable, social welfare and community work for the needy. The Company operates a childcare centre known as "Child At Street 11" which caters to the childcare needs of the lower income families.

The objects for which the Company is established are:

- (a) to launch children in a learning journey which will see them becoming positive, confident and secure;
- (b) to support families and build on what they do as parents and caregivers; and
- (c) to provide network with the wider, community to help children and their families meet their social, emotional, physical and moral needs.

The Company is a company limited by guarantee and the liability of the members is limited. Each member of the Company undertakes to contribute to the assets of the Company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the Company contracted before he or she ceases to be a member, and the costs, charges, and expenses of winding up and for the adjustment of the rights of the contributors among themselves, such amount as may be required not exceeding S\$100. As at the reporting date, the Company has total of 9 members (2024: 8 members).

2. Material accounting policy information**2.1 Basis of preparation**

The financial statements have been prepared in accordance with Financial Reporting Standards in Singapore ("FRSs") and the disclosure requirements of the Charities Act and Regulations. The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements in are presented in Singapore Dollar ("S\$"), which is the Company's functional currency. Functional currency is the currency is the currency of the primary economic environment which the Company operates. All financial information presented are denominated in S\$ unless otherwise stated.

The preparation of the financial statements in conformity with FRSs requires management to exercise its judgement in the process of applying the Company's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The management has assessed that the going concern basis of preparation for this set of financial statements remains appropriate.

2. Material accounting policy information (Cont'd)**2.1 Basis of preparation (Cont'd)****2.1.1 Interpretations and amendments to published standards effective in 2025**

In the current financial year, the Company has adopted all the new or amended FRSs and Interpretations of FRSs ("INT FRSs") that are mandatory for application for the financial year. Changes to the Company's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of the new and amended FRSs and INT FRSs did not result in substantial changes to the Company's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.1.2 Standards issued but not yet effective

The Company has not adopted the following relevant new/amended FRSs, INT FRSs and amendments to FRSs that were issued but are not yet effective.

Description	Effective for annual periods beginning on or after
Amendments to:	
- FRS 109 and FRS 107: Classification and Measurement of Financial Instruments	1 January 2026
- FRS 109 and FRS 107: Contracts Referencing Nature -dependent Electricity	1 January 2026
Annual Improvements to FRSs - Volume 11	1 January 2026
FRS 118: Presentation and Disclosure in Financial Statements Illustrative Examples	1 January 2027
FRS 119: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to FRS 110 and FRS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

The new or amended accounting Standards and interpretations listed above are not mandatory for 31 December 2025 reporting period and have not been early adopted by the Company. These are not expected to have a material impact on the Company in the current or future reporting periods and on foreseeable future transactions, except for FRS 118 as its impacts on presentation and disclosure are expected to be pervasive, in particular, those related to the statement of financial activities and providing management-defined performance measures within the financial statements. The Company is currently assessing the detailed implication of applying the new standard on the Company's financial statements.

2.2 Income recognition

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

Income is recognised when the Company satisfies a performance obligation by transferring a promised good and service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation.

2. Material accounting policy information (Cont'd)**2.2 Income recognition (Cont'd)**

Income is recognised as follows: (Cont'd)

2.2.1 Donations

Donations are recognised in the statement of financial activities upon receipt. Donations-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.

2.2.2 Interest income

Interest income on bank current accounts and fixed deposits placed with banks are recognised on a time-proportion basis using the effective interest method.

2.2.3 School fees

Revenue received from school fees are recognised over the period of the programme/classes conducted.

2.2.4 Registration fees

Registration fees are recognised when students are registered.

2.2.5 Sale of school uniform

Income from the sale of school uniform are recognised at a point in time when the performance obligation is satisfied by transferring of promised goods to the customer. Control of the goods is transferred to customer, generally upon the delivery of the goods.

2.2.6 Field trip/excursion

Income from field trip/excursion is is recognised in the period in which the event takes place.

2.2.7 Other income

Other income is recognised when received.

2.3 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to the statement of financial activities over the expected useful life of the relevant asset by equal annual instalments.

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

2. Material accounting policy information (Cont'd)**2.4 Expenditure recognition**

All expenditure are accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

2.4.1 Cost of charitable activities

Cost of charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Company and an apportionment of overhead and shared costs.

2.4.2 Cost of generating funds

Cost of generating funds consists of costs that are directly attributable to the fund-raising activities and are separated from those costs incurred in undertaking charitable activities.

2.4.3 Governance and administrative costs

Governance and administrative costs include the costs of governance arrangement, which relate to the general running of the Company, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

2.4.4 Other expenditure

Other expenditure includes the payment of any expenditure that the Company has not been able to analyse within the main expenditure categories.

2.5 Property, plant and equipment**2.5.1 Measurement**

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

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost 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.

Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal and restoration is included as a consequence of acquiring or using the property, plant and equipment.

2.5.2 Depreciation

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives are as follows:

	Useful lives
Air conditioner	3 years
Furniture and fittings	3 years
Kitchen equipment	3 years
Office equipment	3 years
Renovation	5 years
Right-of-use assets	Over the remaining lease term

2. Material accounting policy information (Cont'd)**2.5 Property, plant and equipment (Cont'd)**

2.5.2 Depreciation (Cont'd)

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each reporting date. The effects of any revision are recognised in the statement of financial activities when changes arise.

Fully depreciated assets are retained in the financial statements until they are no longer in use.

2.5.3 Subsequent expenditure

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 Company and the cost of the item can be measured reliably. All other repairs and maintenance expenses are recognised in the statement of financial activities when incurred.

2.5.4 Disposal

On disposal of an item of property, plant and equipment, the difference between the disposals proceeds and its carrying amount is recognised in the statement of financial activities.

2.6 Intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair value as at the date of acquisition. Following initial acquisition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding development costs, are not capitalised expenditure is reflected in statement of financial activities in the year in which the expenditure is incurred.

The Company do not have other intangible asset with indefinite useful life.

Intangible assets with finite useful life are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefit embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Gain or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and recognised in the statement of financial activities when the asset is de-recognised.

Computer software

Computer software comprised donation management system, is stated at cost less accumulated amortisation and impairment losses, if any. The costs are amortised using the straight-line method over its estimated useful life of 5 years.

2. Material accounting policy information (Cont'd)**2.7 Impairment of non-financial assets**

Non-financial 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 units ("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 the statement of financial activities, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

Management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. 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.

A reversal of impairment loss for an asset is recognised in the statement of financial activities, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in the statement of financial activities.

2.8 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits with financial institutions that are subject to an insignificant risk of change in value.

2.9 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

When necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

2.10 Financial assets**2.10.1 Classification and measurement**

The Company classified its financial assets as at amortised cost.

The classification of debt instruments depends on the Company's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Company reclassifies debt instruments when and only when its business model for managing those assets changes.

2. Material accounting policy information (Cont'd)**2.10 Financial assets (Cont'd)**

2.10.1 Classification and measurement (Cont'd)

At initial recognition

At initial recognition, the Company measures a financial asset at its fair values plus, in the case of a financial assets not at fair value through profit or loss, transactions costs that are directly attributable to the acquisition of the financial asset.

At subsequent measurementDebt instruments

Debt instruments of the Company mainly comprise of cash and cash equivalents and trade and other receivables.

Debt instrument that are held for collection of contractual cash flows where the cash flow represent solely payments of principal and interest are measured at amortised cost.

A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in the statement of financial activities when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

2.10.2 Impairment

The Company assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Company applied the simplified approach permitted by FRS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

For cash and cash equivalents and other receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

2.10.3 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Company 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 Company has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in the statement of financial activities.

2. Material accounting policy information (Cont'd)**2.11 Financial liabilities**

Financial liabilities are recognised when, and only when, the Company becomes a party to the contractual provisions of the financial instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in the statement of financial activities. Financial liabilities include "Trade and other payables" and "Lease liabilities" on the statement of financial position.

Financial liabilities are derecognised when the obligations under the liability are discharged, cancelled or expire. When existing financial liabilities are replaced by another from the same lender on substantially different terms of an existing liability or are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the statement of financial activities.

2.12 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

Other payables excluding accruals, are recognised at their transaction price, excluding transaction cost, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities when incurred. Accruals are recognised at the best estimate of the amount payable.

2.13 Provisions for other liabilities and charges

Provisions for other liabilities and charges are recognised when the Company 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.

2.14 Leases

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

a) When the Company is the lessee

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

- Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

2. Material accounting policy information (Cont'd)**2.14 Leases (Cont'd)**

a) When the Company is the lessee (Cont'd)

- Right-of-use assets (Cont'd)

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.6. The Company's right-of-use assets are presented within property, plant and equipment as disclosed in Note 12.

- Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

- Short-term leases and leases of low-value assets

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

- Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Company shall recognise those lease payments in the statement of financial activities in the periods that triggered those lease payments.

2. Material accounting policy information (Cont'd)**2.15 Employee compensation**

2.15.1 Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities such as the Central Provident Fund ("CPF"), on a mandatory, contractual or voluntary basis. The Company has no further payment obligation once the contributions have been paid. The Company's contribution to defined contribution plans are recognised as employee compensation expense when they are due.

2.15.2 Short-term employee benefits

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

2.16 Funds

Restricted funds balance are restricted by outside sources and may only be utilised in accordance with the purposes for which they are established. Designated funds are earmarked for specific purposes and are largely made up of funds allocated at the discretion of the Board of Directors. These designated funds are treated as restricted funds as they contain funds restricted by outside sources.

The Board of Directors retains full control over the use of unrestricted funds for any of the Company's purposes.

2.17 Contingencies

Contingent liabilities are not recognised in the financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. A contingent asset is not recognised in the financial statements but disclosed when an inflow of economic benefit is probable.

2.18 Events after the reporting date

Events after the reporting date that provide additional information about the Company's position at the reporting date (adjusting events) are reflected in the financial statements. Events after the reporting date that are not adjusting events are disclosed in the notes to the financial statements when material.

3. Critical accounting estimates, assumptions and judgements

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.

3.1 Critical judgements in applying the entity's accounting policies

In the process of applying the Company's accounting policies, the management has made certain judgements, apart from those including estimations which have significant effect on the amounts recognised in the financial statements.

Government grants

Government grants to meet operating expenses are recognised as income in the statement of financial activities on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Company will comply with the conditions attached to it. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Company if the conditions are not met.

3.2 Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

3.2.1 Expected credit losses (ECL) on fees receivables

ECLs are unbiased probability-weighted estimates of credit losses which are determined by evaluating a range of possible outcomes and taking into account past events, current conditions and assessment of future economic conditions.

The Company has used relevant historical information and loss experience to determine the probability of default of the instruments and incorporated forward looking information, including significant changes in external market indicators which involved significant estimates and judgements.

In determining the ECL of fees receivables, the Company has used one year of historical losses data to determine the loss rate and applied an adjustment against the historical loss rate based on the change in Gross Domestic Product (GDP) and unemployment rate to reflect the current and forward looking information. As at the reporting date, the ECLs for fees receivables are S\$96,551 (2024: S\$75,334) as disclosed in Note 10 to the financial statements.

3.2.2 Estimated useful lives of property, plant and equipment and intangible assets

The useful life of an item of property, plant and equipment and intangible assets is estimated at the time the asset is acquired and is based on historical experience with similar assets and takes into account anticipated technological or other changes. If changes occur more rapidly than anticipated or the asset experiences unexpected level of wear and tear, the useful life will be adjusted accordingly. The carrying amounts of the Company's property, plant and equipment and intangible assets are disclosed in Note 12 and Note 13 respectively.

4. Income tax

The Company is registered as a charity organisation under Charities Act 1994 since 30 April 1999. Consequently, the income of the Company is exempted from tax under the provisions of Section 13 (1) (zm) of the Income Tax Act 1947.

5. Revenue from contracts with customers

(a) Disaggregation of revenue

The Company derives revenue from the transfer of services and goods over time and at a point in time across the following major service and products lines:

	2025 S\$	2024 S\$
By major services/products:		
Childcare school fees	479,300	535,676
Field trips / excursions	700	1,105
School registration fees	1,900	1,900
School uniforms	2,580	1,600
Miscellaneous	8,316	6,446
	<u>492,796</u>	<u>546,727</u>
By timing of revenue recognition:		
- At a point in time	13,496	11,051
- Over time	479,300	535,676
	<u>492,796</u>	<u>546,727</u>

At the reporting date, there's no contract liabilities balances.

6. Donations

	Note	2025 S\$	2024 S\$
Tax deductible donations		515,517	353,899
Non-tax deductible donations		181,008	228,959
		<u>696,525</u>	<u>582,858</u>

The donations were presented as follow in the Statement of Financial Activities:

Income from generating funds

• Donations		263,674	336,795
• Fund-raising event	21	432,851	246,063
		<u>696,525</u>	<u>582,858</u>

During the financial year, the Company issued tax deductible receipts for donations totaling S\$515,517 (2024: S\$353,899) pursuant to its Institutions of a Public Character ("IPC") status.

7. Staff costs

	2025 S\$	2024 S\$
Salaries, bonuses, and other short-term benefits	985,141	950,509
Employer's contribution to CPF	124,558	118,326
	<u>1,109,699</u>	<u>1,068,835</u>

Staff costs were presented in the statement of financial activities as follows:

	2025 S\$	2024 S\$
Cost of charitable activities	1,011,877	973,192
Governance and administrative costs	97,822	95,643
	<u>1,109,699</u>	<u>1,068,835</u>

8. Cash and cash equivalents

	2025 S\$	2024 S\$
Cash on hand	4,144	520
Cash at bank	261,310	624,982
Fixed deposits	340,065	528,434
	<u>605,519</u>	<u>1,153,936</u>

At the reporting date, the fixed deposits with tenure of 6 to 12 months (2024: 6 to 12 months), are with interest ranging from 0.30% to 2.65% (2024: 0.30% to 3.25%) per annum.

Fixed deposits with original tenures for more than 3 months are included as cash and cash equivalents as these can be readily converted into cash without incurring significant penalty.

For the purposes of presenting the statement of cash flows, cash and cash equivalents comprise the following:

	2025 S\$	2024 S\$
Cash and cash equivalents (as above)	605,519	1,153,936
Less: Fixed deposit pledged for credit card facilities	(10,000)	(10,000)
	<u>595,519</u>	<u>1,143,936</u>

At the reporting date, the carrying amounts of cash and cash equivalents approximate their fair values.

9. Fixed deposit

	2025 S\$	2024 S\$
Fixed deposit	<u>200,000</u>	<u>0</u>

At the reporting date, fixed deposit has remaining maturity period of 28 months (2024: NIL) from the year end and earn an interest rate of 2.85% (2024: NIL %) per annum.

At the reporting date, the carrying amount of fixed deposit approximated its fair value.

10. Trade and other receivables

	2025 S\$	2024 S\$
Fee receivables	114,289	88,215
Less: Allowance for impairment	(96,551)	(75,334)
Net fee receivables	<u>17,738</u>	<u>12,881</u>
Deposits	3,497	3,441
Donation receivables	17,595	18,888
Grant receivables	0	31,500
Interest receivables	9,122	11,959
Prepayments	5,245	19,258
Other receivables	6,705	6,702
	<u>42,164</u>	<u>91,748</u>
Total trade and other receivable	<u>59,902</u>	<u>104,629</u>

10. Trade and other receivables (Cont'd)

Fee receivables are non-interest bearing and are generally on cash basis.

Other receivables are non-trade in nature, unsecured, non-interest bearing and collectible on demand. There is no other class of financial assets that is past due and/or impaired except for fee receivables.

The table below is an analysis of fee receivables:

	2025 S\$	2024 S\$
Neither past due nor impaired	1,406	0
Past due but not impaired	16,332	12,881
Past due and impaired	<u>96,551</u>	<u>75,334</u>
	<u><u>114,289</u></u>	<u><u>88,215</u></u>

The analysis of the aging on fee receivables that are past due but not impaired are as follows:

	2025 S\$	2024 S\$
Fee receivables that are past due but not impaired:		
Lesser than 30 days	7,069	7,931
31 to 90 days	4,526	1,768
More than 90 days	<u>4,737</u>	<u>3,182</u>
	<u><u>16,332</u></u>	<u><u>12,881</u></u>

Movement in allowance for impairment of fees receivables are as follows:

	2025 S\$	2024 S\$
Balance at beginning of financial year	75,334	46,525
Allowance made	<u>21,217</u>	<u>28,809</u>
Balance at end of financial year	<u><u>96,551</u></u>	<u><u>75,334</u></u>

Fees receivables that were determined to be impaired at the reporting date relate to debtors that were in significant financial difficulties and had defaulted on payments. These receivables were not secured by any collateral or credit enhancements.

At the reporting date, the carrying amount of trade and other receivables approximate their fair values.

11. Inventories

	2025 S\$	2024 S\$
Aprons	2,023	0
School uniforms	10,556	13,728
T-Shirts	<u>711</u>	<u>0</u>
	<u><u>13,290</u></u>	<u><u>13,728</u></u>

The cost of inventories recognised as cost of purchases and included as "Student welfare" under Cost of charitable activities on childcare for the financial year amounted to S\$1,450 (2024: S\$1,366).

12. Property, plant and equipment

	Air conditioner S\$	Furniture and fittings S\$	Kitchen equipment S\$	Office equipment S\$	Renovation S\$	Reinstatement cost S\$	Right-of-use assets S\$	Total S\$
Cost								
At 1 January 2024	4,475	24,438	7,421	25,647	656,046	13,795	11,683	743,505
Additions	15,917	0	0	0	0	0	0	15,917
31 December 2024	20,392	24,438	7,421	25,647	656,046	13,795	11,683	759,422
Additions	0	0	0	0	0	35,763	15,053	50,816
Disposals	0	(150)	0	(4,794)	0	0	0	(4,944)
At 31 December 2025	20,392	24,288	7,421	20,853	656,046	49,558	26,736	805,294
Accumulated depreciation								
At 1 January 2024	4,475	24,438	7,421	20,354	619,844	2,795	3,595	682,922
Depreciation	2,208	0	0	4,404	31,813	2,759	3,595	44,779
At 31 December 2024	6,683	24,438	7,421	24,758	651,657	5,554	7,190	727,701
Depreciation	5,305	0	0	889	1,950	9,948	3,171	21,263
Disposals	0	(150)	0	(4,794)	0	0	0	(4,944)
At 31 December 2025	11,988	24,288	7,421	20,853	653,607	15,502	10,361	744,020
Carrying amount								
31 December 2024	13,709	0	0	889	4,389	8,241	4,493	31,721
31 December 2025	8,404	0	0	0	2,439	34,056	16,375	61,274

Assets acquired under leasing arrangements

Right-of-use assets acquired under leasing arrangements are premises under the category of "Right-of-use assets". Details of such leased assets are disclosed in Note 15.

The cash outflows on acquisition of property, plant and equipment amounted to S\$NIL(2024: S\$15,917).

12. Property, plant and equipment (Cont'd)

The following property, plant and equipment were purchased through the Care and Share Matching Grant as disclosed in Note 15:

	Furniture and fittings S\$	Kitchen equipment S\$	Office equipment S\$	Renovation S\$	Total S\$
Cost					
At 1 January 2024, 31 December 2024 and 31 December 2025	13,962	5,733	17,244	598,700	635,639
Accumulated depreciation					
At 1 January 2024	13,962	5,733	15,508	569,006	604,209
Depreciation	0	0	694	26,765	27,459
At 31 December 2024	13,962	5,733	16,202	595,771	631,668
Depreciation	0	0	1,042	2,929	3,971
At 31 December 2025	13,962	5,733	17,244	598,700	635,639
Carrying amount					
31 December 2024	0	0	1,042	2,929	3,971
31 December 2025	0	0	0	0	0

The following renovations and office equipment were purchased through the following respective grants as disclosed in Note 15:

	VWO Development and Furnishing and Equipment Grant Renovation S\$	Community Chest Fund Renovation S\$	President's Challenge Renovation S\$	Invictus Fund (Tech-and-GO!) Office equipment S\$	Total S\$
Cost					
At 1 January 2024, 31 December 2024 and 31 December 2025	42,460	2,486	9,750	6,403	61,099
Accumulated depreciation					
At 1 January 2024	42,460	2,402	3,413	3,201	51,476
Depreciation	0	84	1,950	2,134	4,168
At 31 December 2024	42,460	2,486	5,363	5,335	55,644
Depreciation	0	0	1,950	1,068	3,018
At 31 December 2025	42,460	2,486	7,313	6,403	58,662
Carrying amount					
At 31 December 2024	0	0	4,387	1,068	5,455
At 31 December 2025	0	0	2,437	0	2,437

13. Intangible assets

	Computer software S\$	Total S\$
Cost		
At 31 December 2024 and 31 December 2025	33,400	33,400
Accumulated amortisation		
At 1 January 2024	0	0
Amortisation charge	5,567	5,567
At 1 January 2025	5,567	5,567
Amortisation charge	11,133	11,133
At 31 December 2025	16,700	16,700
Carrying amount		
31 December 2024	27,833	27,833
31 December 2025	16,700	16,700

Intangible assets relates to the donation management system.

14. Trade and other payables

	2025 S\$	2024 S\$
Trade payables	3,280	11,473
Accruals	119,730	100,748
Deferred capital grant – Community Capability Trust	14,171	19,515
School fees deposits	49,818	49,008
	<u>186,999</u>	<u>180,744</u>

Trade payables are unsecured, non-interest bearing and are generally on 30 credit days (2024: 30 credit days) terms. They are recognised at their original invoice amounts, which represent their fair values on initial recognition.

The deferred capital grant will be recognised as a grant income, on a systematic basis, over the expected useful life of the relevant asset.

At the reporting date, the carrying amounts of trade and other payables approximate their fair values.

15. Leases

		2025 S\$	2024 S\$
Current		5,383	3,731
Non-current		<u>11,495</u>	<u>945</u>
		<u>16,878</u>	<u>4,676</u>
	Note	2025 S\$	2024 S\$
Amount recognised in profit or loss:			
Amortisation of right-of-use assets	11	3,171	3,595
Interest expense on lease liabilities		537	137
Short term leases – office premises		<u>18,194</u>	<u>18,194</u>
		<u>21,902</u>	<u>21,926</u>

Total cash outflows:

During the financial year, the Company had total cash outflows for leases of S\$21,582 (2024: S\$21,982).

A reconciliation of liabilities arising from financing activities is as follows:

	1 January 2025 S\$	Additions S\$	Cash flows S\$	Non-cash changes		31 December 2025 S\$
				Accretion of interest S\$	Reclassification S\$	
Liabilities						
Lease liabilities						
- current	3,731	557	(3,388)	537	3,946	5,383
- non-current	<u>945</u>	<u>14,496</u>	<u>0</u>	<u>0</u>	<u>(3,946)</u>	<u>11,495</u>
	1 January 2024 S\$	Additions S\$	Cash flows S\$	Non-cash changes		31 December 2024 S\$
Liabilities						
Lease liabilities						
- current	3,651	0	(3,788)	137	3,731	3,731
- non-current	<u>4,676</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(3,731)</u>	<u>945</u>

16. Funds

Funds comprise of unrestricted and restricted funds.

a) Unrestricted fund**General Fund**

This fund represents accumulated surplus and is for the purpose of meeting operating expenses incurred by the Company. In accordance with Section 4 of the Memorandum and Articles of Association of the Company, no portion of its income and property shall be paid or transferred, directly or indirectly by way of dividend, bonus or otherwise by way of profit to the members of the Company.

b) Restricted funds

Fund balances restricted by outside sources are indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purpose established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its company purposes.

Restricted funds comprise:

(i) Care and Share Matching Grant

Care and Share Matching Grant is a grant from Ministry of Social and Family Development ("MSF"), based on qualifying donations, to develop the charitable agency's capabilities and capacity in the provision of social services and programmes for its beneficiaries. The unused funds for projects that are withdrawn or terminated prematurely may be clawed back if the new proposed projects were not being approved by MSF.

Movement of this fund is as follows:

	2025 S\$	2024 S\$
Balance at beginning of financial year	3,971	31,430
Less: Disbursement/utilisation	<u>(3,971)</u>	<u>(27,459)</u>
Balance at end of financial year	<u>0</u>	<u>3,971</u>

(ii) Community Chest Fund

Community Chest Fund is a grant from National Council of Social Service to fund the programmes to empower service users and families, capital expenditure and capability building for community engagement with the aim of unlocking resources for service users. The fund has been fully utilised during the financial year ended 31 December 2024.

(iii) Invictus Fund (Tech-and-GO!)

The Invictus Fund (Tech-and-GO!) aims to make it more affordable for charities to take up IT solutions from the adoption of pre-scoped solutions to digitise data and automate processes. The grant was approved and received during the financial year ended 31 December 2022. The fund has been fully utilised during the financial year ended 31 December 2025.

16. Funds (Cont'd)b) Restricted funds (Cont'd)**(iv) President's Challenge**

President's Challenge (2024) support projects at varying stages of development, ranging from pilot projects trying out innovative solutions, to established projects with strong outcomes that need additional support to scale for greater impact. The supported program for the Company is repairs and maintenance works of student care facilities.

President's Challenge (2023) seeks to empower vulnerable groups by "Building a Digitally Inclusive Society", where digital technologies are accessible to all. The supported program for the Company is renovation works and purchasing of furniture and equipment.

Movement of this fund is as follows:

	2025 S\$	2024 S\$
<u>President's Challenge – 2024</u>		
Balance at beginning of financial year	45,000	0
Add: Receipt	0	45,000
Balance at end of financial year	<u>45,000</u>	<u>45,000</u>
<u>President's Challenge - 2023</u>		
Balance at beginning of financial year	11,912	36,362
Less: Disbursement/utilisation	<u>(9,475)</u>	<u>(24,450)</u>
Balance at end of financial year	<u>2,437</u>	<u>11,912</u>

(v) ECDA Cyclical Maintenance

The ECDA Cyclical Maintenance grant is a funding scheme to help eligible preschools in Singapore pay for major periodic maintenance and repair works to keep their premises safe and in good condition (the "Project"). Per agreement dated 7 February 2024, ECDA agrees to provide the Company with a grant of up to S\$50,000 (including GST) for the Project. The Project shall expire 5 years from the Date of the Completion of the Project, unless terminated sooner in accordance with the provisions of the Agreement. The grant is on reimbursement basis and shall be computed on a 90:10 co-funding model.

Net assets of the restricted funds:

	Care and Share Matching Grant S\$	Invictus Fund (Tech-and-GO!) S\$	President's Challenge S\$	ECDA Cyclical Maintenance S\$	Total S\$
Total restricted funds as at 31 December 2025	<u>0</u>	<u>0</u>	<u>47,437</u>	<u>(1,744)</u>	<u>45,693</u>
Represented by:					
Cash and cash equivalents	0	0	45,000	(1,744)	43,256
Property, plant and equipment	0	0	2,437	0	2,437
	<u>0</u>	<u>0</u>	<u>47,437</u>	<u>(1,744)</u>	<u>45,693</u>
Total restricted funds as at 31 December 2024	<u>3,971</u>	<u>1,068</u>	<u>56,912</u>	<u>0</u>	<u>61,951</u>
Represented by:					
Cash and cash equivalents	0	0	47,098	0	47,098
Prepayment	0	0	5,427	0	5,427
Property, plant and equipment	3,971	1,068	4,387	0	9,426
	<u>3,971</u>	<u>1,068</u>	<u>56,912</u>	<u>0</u>	<u>61,951</u>

17. Related party transactions

There were no transactions between the Society and related parties for the financial years ended 31 December 2025 and 31 December 2024.

The key management personnel have received the following compensation during the financial year:

	2025 S\$	2024 S\$
<u>Executives</u>		
Salaries, bonuses, and other short-term employee benefits	346,639	371,541
Employer's contribution to CPF	43,408	47,416
	<u>390,047</u>	<u>418,957</u>
	No. of key management personnel	No. of key management personnel
Remuneration band		
- S\$100,000 and below	2	3
- S\$100,001 to S\$150,000	<u>2</u>	<u>2</u>

18. Management of cash reserves

The Company's objectives when managing cash reserves are to safeguard the Company's ability to continue as a going concern at each reporting date. The Company monitors its cash reserves to enable it to pay its creditors as and when they fall due for the Company's on-going operation needs.

Net cash reserves of the Company are as follows:

	Note	2025 S\$	2024 S\$
Cash and cash equivalents	8	605,519	1,153,936
Trade and other receivables	9	59,902	104,629
Fixed deposit		200,000	0
Less: Trade and other payables (excluding deferred capital grant)	13	<u>(172,828)</u>	<u>(161,229)</u>
Cash reserves		<u>692,593</u>	<u>1,097,336</u>

The Company's overall strategy remains unchanged from the previous years. The Company is not subject to any externally imposed capital requirements.

19. Financial instruments

The carrying amounts of financial assets and liabilities at amortised costs are as follows:

	2025 S\$	2024 S\$
Financial assets		
Cash and cash equivalents	605,519	1,153,936
Trade and other receivables (excluding prepayments)	54,657	85,371
Fixed deposit	200,000	0
	<u>860,176</u>	<u>1,239,307</u>
Financial liabilities		
Trade and other payables (excluding deferred capital grant)	172,828	161,229
Lease liabilities	16,878	4,676
	<u>189,706</u>	<u>165,905</u>

20. Financial risk management

The Company is mainly exposed to credit risk, liquidity risk and interest rate risk.

Risk management is carried out under policies approved by the Company's management. The Board reviews and agrees on policies and procedures for management of these risks.

20.1 Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Company.

i) Risk management

The Company has adopted the following policy to mitigate the credit risk.

For banks and financial institutions, the Company mitigates its credit risks by transacting only with counterparties who are rated "A" and above independent rating agencies.

The Company has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Company performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The maximum exposure to credit risk in the event that the counterparties fail to perform their obligation as at the end of the financial year in relation to each class of recognised financial assets is the carrying amount of those assets as stated in the statement of financial position.

ii) Impairment of financial assets

As at the reporting date, there are no amounts arising from expected credit losses for each class of financial assets, except for fee receivables.

The Company had applied the simplified approach by using the provision matrix to measure the lifetime expected credit losses for fee receivables.

To measure the expected credit losses, these receivables have been grouped based on shared credit risk characteristic and days past due. In calculating the expected credit loss rates, the Company considers historical loss rates for each category of customers, and adjust for forward-looking macroeconomic data.

20. Financial risk management (Cont'd)**20.1 Credit risk (Cont'd)**

ii) Impairment of financial assets (Cont'd)

As at the reporting date, there are no amounts arising from expected credit losses for each class of financial assets, except for fee receivables.

The Company had applied the simplified approach by using the provision matrix to measure the lifetime expected credit losses for fee receivables.

To measure the expected credit losses, these receivables have been grouped based on shared credit risk characteristic and days past due. In calculating the expected credit loss rates, the Company considers historical loss rates for each category of customers, and adjust for forward-looking macroeconomic data.

Receivables are written off when there is no reasonable expectation of recovery, such as debtor failing to engage in a repayment plan with the Company. The Company categories a receivable for write off when a debtor fails to make contractual payment greater than 3 years past due based on historical collection trend. Where receivables have been written off, the Company continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in the statement of financial activities.

The Company has no significant concentration of credit risk. The Company has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

As at 31 December 2025 and 2024, the carrying amount of the Company's trade and other receivables were disclosed in Note 10.

The Company considered that there was evidence if any of the following indicators were present:

- There is significant difficulty of the debtor; or
- Breach of contract, such as default or past due event; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.

Financial assets that are neither past due nor impaired

Other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Company. Cash and cash equivalents are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Information regarding financial assets that are either past due or impaired are disclosed in Note 9.

Other than those disclosed above, there are no credit loss allowance for other financial assets at amortised cost as at 31 December 2025 and 31 December 2024.

20. Financial risk management (Cont'd)**20.2 Liquidity risk**

Liquidity risk is the risk that the Company will encounter difficulty in meeting its financial obligations due to shortage of funds. The Company exposure to liquidity risk arises primarily from mis-matches of the maturities of financial assets or liabilities.

The Board monitors and ensures that the Company maintains a level of cash and cash equivalents deemed adequate to finance the Company's operations.

The table below summarises the maturity profile of the Company's financial assets and liabilities at the end of the reporting date based on the contractual undiscounted repayment obligations:

	Within one year S\$	Later than one year but not later than five years S\$	Total S\$
2025			
Financial assets			
Cash and cash equivalents	605,519	0	605,519
Trade and other receivables (excluding prepayments)	54,657	0	54,657
Fixed deposit	<u>0</u>	<u>200,000</u>	<u>200,000</u>
	<u>660,176</u>	<u>200,000</u>	<u>860,176</u>
Financial liabilities			
Trade and other payables (excluding deferred capital grants)	(172,828)	0	(172,828)
Lease liabilities	<u>(4,609)</u>	<u>(12,208)</u>	<u>(16,817)</u>
	<u>(177,437)</u>	<u>(12,208)</u>	<u>(189,645)</u>
Net financial assets	<u>482,739</u>	<u>187,792</u>	<u>670,531</u>
2024			
Financial assets			
Cash and cash equivalents	1,153,936	0	1,153,936
Trade and other receivables (excluding prepayments)	85,371	0	85,371
	<u>1,239,307</u>	<u>0</u>	<u>1,239,307</u>
Financial liabilities			
Trade and other payables (excluding deferred capital grants)	(161,229)	0	(161,229)
Lease liabilities	<u>(3,788)</u>	<u>(947)</u>	<u>(4,735)</u>
	<u>(165,017)</u>	<u>(947)</u>	<u>(165,964)</u>
Net financial assets/(liabilities)	<u>1,074,290</u>	<u>(947)</u>	<u>1,073,343</u>

20.3 Interest rate risk

Interest rate risk is the risk that changes in interest rate will have an adverse financial effect on the Company's financial condition.

The Company's income and operating cash flows are not substantially affected by changes in market interest rates, as they do not have significant interest-bearing assets or liabilities as at the reporting date.

21. Fair values

As at 31 December 2025, the carrying amounts of the financial assets and liabilities recorded in the financial statements of the Company approximates their fair values due to their short-term nature.

The carrying amounts of non-current lease liabilities approximate their fair values as they are subject to interest rates close to the market rate of interest for similar arrangements with financial institutions.

22. Fund-raising event

	2025 S\$	2024 S\$
Total gross receipts	432,851	246,063
Direct costs of fund-raising expenses	86,773	73,882
Percentage of direct fund-raising expenses over gross receipts	<u>20%</u>	<u>30%</u>

23. Reserves position and policy

The Company’s reserve position for financial year ended 31 December 2025 and 31 December 2024 are as follows:

		2025 S\$'000	2024 S\$'000	Increase / (decrease) %
A	Unrestricted funds			
	Accumulated general funds	707	1,084	(34.78)
B	Restricted or designated funds			
	Designated funds	0	0	0
	Restricted funds	46	62	(25.81)
C	Endowment fund	0	0	0
D	Total funds	753	1,146	(34.29)
E	Total annual operating expenditure (prior year’s)	1,457	1,316	10.71
F	Ratio of funds to annual operating expenditure (A/E)	0.52	0.87	

Reference:

- C. An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a company to spend as grants.
- D. Total funds include unrestricted, restricted/designated and endowment funds.
- E. Total annual operating expenditure includes expenses related to Cost of Generating Funds, Cost of Charitable Activities, Governance and Administrative Costs and Other Expenditure.

The Company’s reserve policy is as follows:

The reserves that the management have set aside provide financial stability and the means for the development of our principal activities. The Board commits to maintaining a minimum amount of reserves equivalent to 50% of previous financial year expenditure. The Board reviews every six months for the amount of reserves that are required to ensure that they are adequate to fulfil our continuing obligations.

24. Management of conflict of interest

The Board of Directors are required to disclose any interest that they may have, whether directly or indirectly, that the Company may enter into or in any organisations that the Company has dealings with or is considering dealing with; and any personal interest accruing to him as one of the Company's supplier, user of services or beneficiary. Should there be any potential conflict of interest, the affected Board of Directors of the Company may not vote on the issue that was the subject matter of the disclosure. Detailed minutes will be taken on the disclosure as well as the basis for arriving at the final decision in relation to the issue at stake.

25. Loss arising from third-party fraud

During the financial year, the Company fell victim to a sophisticated telephonic impersonation fraud, resulting in an unauthorised transfer of S\$460,000. Management has exhausted immediate recovery channels and filed comprehensive reports with law enforcement agencies. As the recovery of these funds remains highly uncertain at the reporting date, the full amount has been expensed in the statement of financial activities during the current financial year end.

No further financial exposure exists regarding this matter as per detailed investigation carried out by the Board after the incident.

Subsequent to the incident and the identified control deficiency, management and the Board of Directors implemented enhanced internal controls over cash disbursements. Effective July 2025, the Company revised its approval authority matrix and lowered transaction thresholds requiring formal Board authorisation. Moreover, in March 2026, the Company engaged an independent accounting firm to manage the documentation and preliminary verification of all payment files. Under this restructured workflow, the Board retains ultimate review and approval authority prior to any fund release.

26. Authorisation of financial statements

The financial statements for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Board of Directors of the Company on 29 May 2026.