# FEI YUE COMMUNITY SERVICES

(Unique Entity No: S96SS0134G)

Institutions of a Public Character Number: 000200

(Registered in Singapore under the Charities Act 1994 and Societies Act 1966)

## Statement by the Management Committee and Financial Statements

## Year Ended 31 March 2025

**FEI YUE COMMUNITY SERVICES**

**Statement by the Management Committee and Financial Statements**

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**FEI YUE COMMUNITY SERVICES**

## Statement by the Management Committee

In the opinion of the Management Committee, the accompanying financial statements of Fei Yue Community Services (the "Centre") and its subsidiary (collectively, the "Group") are drawn up in accordance with the Societies Act 1966 and Regulations (the "Societies Act and Regulations") and the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Financial Reporting Standards in Singapore ("FRS"), so as to present fairly, in all material respects, the state of affairs of the Group and of the Centre as at 31 March 2025 and the results and changes in funds of the Group and of the Centre and cash flows of the Group for the reporting year then ended. At the date of this statement, there are reasonable grounds to believe that the Centre will be able to pay its debts as and when they fall due.

The members of the Management Committee of the Centre at the date of this statement are:

| | |
|---|---|
| President | Thang Leng Leng |
| Vice President | Pan Chuan-Chih George |
| Honourary Secretary | Cheong Jun Ming Mervyn |
| Honourary Treasurer | Poh Boon Nee Bernie |
| Committee Member | Tan Hoon Chiang |
| Committee Member | Lie Chin Chin |
| Committee Member | Chong Shaw Cheng David |
| Committee Member | Lee Earn Yung Alexander |
| Committee Member | Tan Yang Ming |
| Committee Member | Ang Shih Ling |

The Management Committee approved and authorised these financial statements for issue.

On behalf of the Management Committee

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Thang Leng Leng
President

.....................................................

Poh Boon Nee Bernie
Treasurer

25 August 2025

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**Independent Auditor's Report to the Members of**
**FEI YUE COMMUNITY SERVICES**

**Report on the audit of the financial statements**

**Opinion**

We have audited the accompanying financial statements of Fei Yue Community Services (the "Centre") and its subsidiary (collectively, the "Group"), which comprise the statements of financial position of the Group and the Centre as at 31 March 2025, and the statements of financial activities of the Group and Centre, statements of changes in funds of the Group and Centre and statement of cash flows of the Group for the reporting year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 and Regulations (the "Societies Act and Regulations"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and the Financial Reporting Standards in Singapore ("FRS") so as to present fairly the financial position of the Group and Centre as at 31 March 2025 and the results, changes in funds of the Group and Centre and the cash flows of the Group for the reporting 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 Centre 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**

The Management Committee is responsible for the other information. The other information comprises the statement by the Management Committee and the annual report, but does not include the financial statements and our auditor's report thereon.

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

**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. 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.

**Responsibilities of the Management Committee and those charged with governance for the financial statements**

The Management Committee is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRS, and for such internal controls as the Management Committee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Management Committee 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 the Management Committee 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 SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

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

c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Committee.

d) Conclude on the appropriateness of the Management Committee'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 the Management Committee, 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 Management Committee 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.

**Report on other legal and regulatory requirements**

In our opinion:

(a) the accounting and other records required to be kept by the Centre have been properly kept in accordance with the provisions of the Societies Act and Regulations and the Charities Act and Regulations; and

(b) the accounting and other records required to be kept by the subsidiary corporation incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Companies Act 1967.

**Report on other legal and regulatory requirements (cont'd)**

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

(a) The Centre 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

(b) The Centre has not complied with the requirements of Regulation 15 (fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

(c) The fund-raising appeal held during the period 1 April 2024 to 31 March 2025 has been carried out in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Eu Chee Wei David.

RSM SG Assurance LLP
Public Accountants and
Chartered Accountants
Singapore

25 August 2025

**Statements of Financial Activities**
**Year Ended 31 March 2025**

| Group | Notes | 2025 Unrestricted Funds S$ | 2025 Restricted Funds S$ | 2025 Total S$ | 2024 Unrestricted Funds S$ | 2024 Restricted Funds S$ | 2024 Total S$ |
|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | |
| Government grants | 5 | 3,989,013 | 40,145,263 | 44,134,276 | 3,408,528 | 35,823,245 | 39,231,773 |
| Programmes, talks and training fees | | 9,667,349 | (1,409,956) | 8,257,393 | 7,431,024 | (1,246,591) | 6,184,433 |
| Amortisation of deferred capital grants | 23 | 104,778 | 249,948 | 354,726 | 98,811 | 422,400 | 521,211 |
| Corporate service income | | 5,219,650 | (5,219,650) | – | 3,324,800 | (3,324,800) | – |
| Donations | | 80,236 | 202,608 | 282,844 | 31,525 | 123,532 | 155,057 |
| Government incentives | | 75,738 | 431,245 | 506,983 | 441,971 | 1,034,746 | 1,476,717 |
| Interest income | | 271,401 | 405,837 | 677,238 | 184,128 | 425,498 | 609,626 |
| Other income | | 210,985 | 24,043 | 235,028 | 133,237 | 407,360 | 540,597 |
| **Total income** | | 19,619,150 | 34,829,338 | 54,448,488 | 15,054,024 | 33,665,390 | 48,719,414 |
| **Less: Expenditure** | | | | | | | |
| Depreciation of property, plant and equipment, investment properties and intangible assets | | (226,360) | (449,042) | (675,402) | (232,178) | (325,548) | (557,726) |
| Depreciation of right-of-use assets | 11 | (79,268) | (337,667) | (416,935) | (39,634) | (301,430) | (341,064) |
| Manpower expenses | 6 | (14,197,974) | (29,023,102) | (43,221,076) | (9,326,028) | (27,018,764) | (36,344,792) |
| Programme, course and seminar expenses | | (717,707) | (1,911,024) | (2,628,731) | (1,059,783) | (1,408,392) | (2,468,175) |
| Other expenses | 7 | (2,131,227) | (1,752,381) | (3,883,608) | (1,050,932) | (2,930,651) | (3,981,583) |
| Finance cost | 8 | (3,130) | (10,866) | (13,996) | (2,149) | (10,808) | (12,957) |
| Total expenditure | | (17,355,666) | (33,484,082) | (50,839,748) | (11,710,704) | (31,995,593) | (43,706,297) |
| Surplus before taxation | | 2,263,484 | 1,345,256 | 3,608,740 | 3,343,320 | 1,669,797 | 5,013,117 |
| Tax expense | 9 | (10,277) | – | (10,277) | 2,920 | – | 2,920 |
| Surplus after taxation | | 2,253,207 | 1,345,256 | 3,598,463 | 3,346,240 | 1,669,797 | 5,016,037 |
| Net surplus/(deficit) in restricted funds | | | | | | | |
| Community silver trust | 20 | – | 339,596 | 339,596 | – | 1,764,406 | 1,764,406 |
| Singapore Exchange Limited ("SGX") Bull Charge | 21A | – | (290,607) | (290,607) | – | 287,232 | 287,232 |
| United Overseas Bank ("UOB") fund | 21B | – | – | – | – | (55,706) | (55,706) |
| President's Challenge | 21C | – | (51,617) | (51,617) | – | 50,867 | 50,867 |
| Specific programme and project | 21D | – | (1,308,125) | (1,308,125) | – | 1,572,387 | 1,572,387 |
| Specific assistance to clients | 22 | – | (9,433) | (9,433) | – | (102,173) | (102,173) |
| | | – | (1,320,186) | (1,320,186) | – | 3,517,013 | 3,517,013 |
| Total surplus for the year | | 2,253,207 | 25,070 | 2,278,277 | 3,346,240 | 5,186,810 | 8,533,050 |

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

## Statements of Financial Activities
## Year Ended 31 March 2025

| Centre | Notes | 2025 Unrestricted Funds S$ | 2025 Restricted Funds S$ | 2025 Total S$ | 2024 Unrestricted Funds S$ | 2024 Restricted Funds S$ | 2024 Total S$ |
|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | |
| Government grants | 5 | 3,989,013 | 40,145,263 | 44,134,276 | 3,408,528 | 35,823,245 | 39,231,773 |
| Programmes, talks and training fees | | 8,813,269 | (1,409,956) | 7,403,313 | 6,630,840 | (1,246,591) | 5,384,249 |
| Amortisation of deferred capital grants | 23 | 95,442 | 249,948 | 345,390 | 86,363 | 422,400 | 508,763 |
| Corporate service income | | 5,219,650 | (5,219,650) | – | 3,324,800 | (3,324,800) | – |
| Donations | | 80,236 | 202,608 | 282,844 | 31,525 | 123,532 | 155,057 |
| Government incentives | | 70,692 | 431,245 | 501,937 | 437,472 | 1,034,746 | 1,472,218 |
| Interest income | | 238,868 | 405,837 | 644,705 | 146,999 | 425,498 | 572,497 |
| Other income | | 246,325 | 24,043 | 270,368 | 166,745 | 407,360 | 574,105 |
| **Total income** | | 18,753,495 | 34,829,338 | 53,582,833 | 14,233,272 | 33,665,390 | 47,898,662 |
| **Less: Expenditure** | | | | | | | |
| Depreciation of property, plant and equipment, investment properties and intangible assets | | (201,621) | (449,042) | (650,663) | (204,430) | (325,546) | (529,976) |
| Depreciation of right-of-use assets | 11 | (79,268) | (337,667) | (416,935) | (39,634) | (301,430) | (341,064) |
| Manpower expenses | 6 | (13,765,567) | (29,023,102) | (42,788,669) | (8,965,018) | (27,018,764) | (35,983,782) |
| Programme, course and seminar expenses | | (819,559) | (2,016,305) | (2,835,864) | (1,144,980) | (1,491,677) | (2,636,657) |
| Other expenses | 7 | (1,672,032) | (1,752,601) | (3,424,633) | (602,165) | (2,930,663) | (3,532,828) |
| Finance cost | 8 | (3,130) | (10,866) | (13,996) | (2,149) | (10,808) | (12,957) |
| Total expenditure | | (16,541,177) | (33,589,583) | (50,130,760) | (10,958,376) | (32,078,888) | (43,037,264) |
| Surplus before taxation | | 2,212,318 | 1,239,755 | 3,452,073 | 3,274,896 | 1,586,502 | 4,861,398 |
| Tax expense | | – | – | – | – | – | – |
| Surplus after taxation | | 2,212,318 | 1,239,755 | 3,452,073 | 3,274,896 | 1,586,502 | 4,861,398 |
| Net surplus/(deficit) in restricted funds | | | | | | | |
| Community silver trust | 20 | – | 339,596 | 339,596 | – | 1,764,406 | 1,764,406 |
| SGX Bull Charge | 21A | – | (290,607) | (290,607) | – | 287,232 | 287,232 |
| UOB fund | 21B | – | – | – | – | (55,706) | (55,706) |
| President’s Challenge | 21C | – | (51,617) | (51,617) | – | 50,867 | 50,867 |
| Specific programme and project | 21D | – | (1,308,125) | (1,308,125) | – | 1,572,387 | 1,572,387 |
| Specific assistance to clients | 22 | – | (9,433) | (9,433) | – | (102,173) | (102,173) |
| | | – | (1,320,186) | (1,320,186) | – | 3,517,013 | 3,517,013 |
| Total surplus for the year | | 2,212,318 | (80,431) | 2,131,887 | 3,274,896 | 5,103,515 | 8,378,411 |

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

**Statements of Financial Position**
**As at 31 March 2025**

| | Notes | Group 2025 | Group 2024 | Centre 2025 | Centre 2024 |
|---|---|---|---|---|---|
| **ASSETS** | | S$ | S$ | S$ | S$ |
| **Non-current assets** | | | | | |
| Property, plant and equipment | 10 | 1,982,103 | 1,633,205 | 1,103,264 | 721,963 |
| Right-of-use assets | 11 | 582,743 | 902,666 | 582,743 | 902,666 |
| Investment properties | 12 | 2,383,337 | 2,443,421 | 3,236,268 | 3,320,045 |
| Investment in subsidiary | 13 | – | – | 592,730 | 592,730 |
| Intangible assets | 14 | 739,230 | 652,412 | 619,230 | 636,383 |
| **Total non-current assets** | | 5,687,413 | 5,631,704 | 6,134,235 | 6,173,787 |
| **Current assets** | | | | | |
| Trade and other receivables | 15 | 4,122,373 | 4,659,055 | 4,018,282 | 4,499,366 |
| Other non-financial assets | 16 | 1,108,312 | 832,949 | 1,092,092 | 822,161 |
| Grants receivables | 17 | 3,833,510 | 4,646,081 | 3,833,510 | 4,646,081 |
| Cash and cash equivalents | 18 | 35,128,516 | 30,782,779 | 33,126,258 | 28,948,611 |
| **Total current assets** | | 44,192,711 | 40,920,864 | 42,070,142 | 38,916,219 |
| **Total assets** | | 49,880,124 | 46,552,568 | 48,204,377 | 45,090,006 |
| **EQUITY AND LIABILITIES** | | | | | |
| **Funds** | | | | | |
| Unrestricted funds | | | | | |
| Accumulated funds | 19 | 13,302,549 | 11,049,342 | 12,806,408 | 10,594,090 |
| Restricted funds | | | | | |
| Accumulated funds | 19 | 22,922,925 | 21,577,669 | 21,930,904 | 20,691,149 |
| Community silver trust | 20 | 3,380,676 | 3,041,080 | 3,380,676 | 3,041,080 |
| SGX Bull Charge | 21A | 3,081 | 293,688 | 3,081 | 293,688 |
| UOB fund | 21B | – | – | – | – |
| President's Challenge | 21C | (145,509) | (93,892) | (145,509) | (93,892) |
| Specific programme and project | 21D | 1,461,016 | 2,769,141 | 1,461,016 | 2,769,141 |
| Specific assistance to clients | 22 | 132,857 | 142,290 | 132,857 | 142,290 |
| | | 27,755,046 | 27,729,976 | 26,763,025 | 26,843,456 |
| **Total funds** | | 41,057,595 | 38,779,318 | 39,569,433 | 37,437,546 |
| **Non-current liabilities** | | | | | |
| Deferred capital grants | 23 | 1,032,827 | 708,741 | 1,032,827 | 699,405 |
| Lease liabilities | 24 | 189,239 | 498,336 | 189,239 | 498,336 |
| | | 1,222,066 | 1,207,077 | 1,222,066 | 1,197,741 |
| **Current liabilities** | | | | | |
| Income tax payable | | 18,099 | 7,822 | – | – |
| Trade and other payables | 25 | 6,675,091 | 5,869,659 | 6,530,282 | 5,784,770 |
| Other non-financial liabilities | 26 | 505,816 | 277,006 | 481,139 | 258,263 |
| Lease liabilities | 24 | 401,457 | 411,686 | 401,457 | 411,686 |
| **Total current liabilities** | | 7,600,463 | 6,566,173 | 7,412,878 | 6,454,719 |
| **Total liabilities** | | 8,822,529 | 7,773,250 | 8,634,944 | 7,652,460 |
| **Total equity and liabilities** | | 49,880,124 | 46,552,568 | 48,204,377 | 45,090,006 |

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

**Statements of Changes in Funds**
**Year ended 31 March 2025**

| | Unrestricted fund | Restricted funds | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Accumulated Fund | Accumulated Fund | Community Silver Trust | SGX Bull Charge | UOB Fund | President's Challenge | Specific Programme and Project | Specific Assistance to Clients | Total Restricted Funds | Total Funds |
| **Group** | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Balance at 1 April 2023 | 7,703,102 | 19,907,872 | 1,276,674 | 6,456 | 55,706 | (144,759) | 1,196,754 | 244,463 | 22,543,166 | 30,246,268 |
| Total surplus/(deficit) for the year | 3,346,240 | 1,669,797 | 1,764,406 | 287,232 | (55,706) | 50,867 | 1,572,387 | (102,173) | 5,186,810 | 8,533,050 |
| Balance at 31 March 2024 | 11,049,342 | 21,577,669 | 3,041,080 | 293,688 | – | (93,892) | 2,769,141 | 142,290 | 27,729,976 | 38,779,318 |
| Total surplus/(deficit) for the year | 2,253,207 | 1,345,256 | 339,596 | (290,607) | – | (51,617) | (1,308,125) | (9,433) | 25,070 | 2,278,277 |
| Balance at 31 March 2025 | 13,302,549 | 22,922,925 | 3,380,676 | 3,081 | – | (145,509) | 1,461,016 | 132,857 | 27,755,046 | 41,057,595 |
| **Centre** | | | | | | | | | | |
| Balance at 1 April 2023 | 7,319,194 | 19,104,647 | 1,276,674 | 6,456 | 55,706 | (144,759) | 1,196,754 | 244,463 | 21,739,941 | 29,059,135 |
| Total surplus/(deficit) for the year | 3,274,896 | 1,586,502 | 1,764,406 | 287,232 | (55,706) | 50,867 | 1,572,387 | (102,173) | 5,103,515 | 8,378,411 |
| Balance at 31 March 2024 | 10,594,090 | 20,691,149 | 3,041,080 | 293,688 | – | (93,892) | 2,769,141 | 142,290 | 26,843,456 | 37,437,546 |
| Total surplus/(deficit) for the year | 2,212,318 | 1,239,755 | 339,596 | (290,607) | – | (51,617) | (1,308,125) | (9,433) | (80,431) | 2,131,887 |
| Balance at 31 March 2025 | 12,806,408 | 21,930,904 | 3,380,676 | 3,081 | – | (145,509) | 1,461,016 | 132,857 | 26,763,025 | 39,569,433 |

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

**Consolidated Statement of Cash Flows**
**Year Ended 31 March 2025**

| | 2025 | 2024 |
|---|---|---|
| | S$ | S$ |
| **Cash flows from operating activities** | | |
| Surplus before income tax | 3,608,740 | 5,013,117 |
| Adjustments for: | | |
| Amortisation of deferred capital grants | (354,726) | (521,211) |
| Amortisation of intangible assets | 338,802 | 224,081 |
| Depreciation of property, plant and equipment | 276,516 | 273,561 |
| Depreciation of right-of-use assets | 416,935 | 341,064 |
| Depreciation of investment properties | 60,084 | 60,084 |
| Property, plant and equipment written off | 4,608 | 19,349 |
| Intangible assets written off | – | 34,971 |
| Interest income | (677,238) | (609,626) |
| Finance cost | 13,996 | 12,957 |
| Operating surplus before changes in working capital | 3,687,717 | 4,848,347 |
| Trade and other receivables | 536,682 | (1,305,706) |
| Other non-financial assets | (275,363) | (209,668) |
| Grants receivables | 812,571 | (2,803,107) |
| Trade and other payables | 805,432 | 1,216,951 |
| Other non-financial liabilities | 228,810 | 82,291 |
| Net cash flows generated from operations | 5,795,849 | 1,829,108 |
| Income taxes refunded | – | 4,049 |
| **Net cash provided by operating activities** | 5,795,849 | 1,833,157 |
| | | |
| **Cash flows from investing activities** | | |
| Capital grants received | 678,812 | 225,690 |
| Purchase of property, plant and equipment | (630,022) | (610,633) |
| Purchase of intangible assets | (425,620) | (123,344) |
| **Net cash used in investing activities** | (376,830) | (508,287) |
| | | |
| **Cash flows from financing activities** | | |
| Interest received | 677,238 | 609,626 |
| Lease liabilities paid | (430,334) | (348,602) |
| **Net cash provided by financing activities** | 246,904 | 261,024 |
| | | |
| **Cash flows from funds** | | |
| Net receipts for community silver trust | 339,596 | 1,764,406 |
| Net (utilisation)/receipts for SGX Bull Charge | (290,607) | 287,232 |
| Net utilisation for UOB fund | – | (55,706) |
| Net (utilisation)/receipts for President’s Challenge | (51,617) | 50,867 |
| Net (utilisation)/receipts for specific programme and project | (1,308,125) | 1,572,387 |
| Net utilisation for specific assistance to clients | (9,433) | (102,173) |
| **Net cash (used in)/provided by funds** | (1,320,186) | 3,517,013 |
| | | |
| Net increase in cash and cash equivalents | 4,345,737 | 5,102,907 |
| Cash and cash equivalents at beginning of year | 30,782,779 | 25,679,872 |
| **Cash and cash equivalents at end of year (Note 18A)** | 35,128,516 | 30,782,779 |

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

**Notes to the Financial Statements**
**31 March 2025**

## 1. General information

Fei Yue Community Services (the “Centre”) is a society registered in Singapore in June 1996 under the Societies Act 1966. The Centre is also a charity registered under the Charities Act 1994 and has been granted Institutions of a Public Character (“IPC”) status since September 1999. The IPC number is 000200. The financial statements are presented in Singapore dollars.

The principal activities of the Centre are to provide social services, counselling and life skill training for families, youth, students, senior citizens and the general community. The principal activities of the subsidiary is described in Note 13 to the financial statements.

In the financial statements, AIC, SGE, NCSS, MSF, MOH, C3A and ECDA represent Agency for Integrated Care, SG Enable, National Council of Social Service, Ministry of Social and Family Development, Ministry of Health, the Council for Third Age and the Early Childhood Develpement Agency, respectively.

Community Services refers to the Family Central that has the objective of keeping families together in both good and bad times, Adoption services to supporting adoptive families, birth families and their children.

Strengthening Families Programme @ Family Service Centre (“FAM@FSC”) adopts a regional and multi-disciplinary approach to deliver a continuum of support services for stressed and early-risk families. The core services include divorce support, family counselling and early-risk marriage support.

Youth Services refers to the Youth division consisting of Project 180 providing youth development programmes, Crest Youth Programme promoting mental resilience for youths, YouthGo! Programme serving youths at risk, and Integrated Service Provider providing a suite of programmes for at-risk youths and young offenders.

Community Mental Health is a community-based programme aims to serve as a community safety net to reach out to those at risk of/ with dementia/ mental health conditions.

EIPIC Services refers to the Early Intervention Programme for Infants and Children that provides social, educational and rehabilitative services for children from birth to 6 years old who have been diagnosed to be at risk of having a handicapping condition or special need that will affect his/her development.

Eldercare Services reaches out to and support vulnerable seniors, help them to stay engaged in the community and receive coordinated care. It consists of a range of services comprising Care @ Community, Active Aging Centres, Elder Education and Healthcare Support. Care@Community Department aims to deliver holistic care that is centred on an individual’s needs. It mainly targets seniors that are frail, whom have multiple care needs, that will become increasing complex with time. Active Aging Centres aim to improve the overall well-being of the seniors through provision of outreach and community collaboration, active ageing programmes, befriending and buddying, and information and referral services. Elder Education offers a wide variety of programmes to promote lifelong learning, healthy living, social networking and inter-generational bonding. Healthcare Support provides frail/home-bound elderly in their healthcare needs so that they can remain to age well at the comfort of their homes and in the community.

## 1. General information (cont'd)

Corporate Services refer to the support division of the Centre providing human resource, accounting, facilities, information technology ("IT"), research, corporate communication and governance to other services of the Centre.

Special Needs Student Care Centre provides before-and-after school care services to children aged 7 to 18 years with special needs.

The registered office of the Centre is located at Blk 185 Bukit Batok West Ave 6, #01-187, Singapore 650185.

The financial statements of the Centre for the reporting year ended 31 March 2025 are authorised for issuance by the Management Committee on the date of the statement by the Management Committee. The Management Committee has the power to amend and reissue the financial statements.

**Statement of compliance with financial reporting standards**

These financial statements have been prepared in accordance with the Financial Reporting Standards ("FRSs") and the related interpretations to FRS ("INT FRS") as issued by the Accounting Standards Committee under ACRA (ASC). They are in compliance with the provisions of the Societies Act 1966 and the Charities Act 1994.

**Basis of preparation of the financial statements**

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

**Basis of presentation**

The consolidated financial statements include the financial statements made up to the end of the reporting year of the Group and its subsidiary. The consolidated financial statements are the financial statements of the Group (the parent and its subsidiary) presented as those of a single economic entity and are prepared using uniform accounting policies for like transactions and other events in similar circumstances. All significant intragroup balances and transactions are eliminated on consolidation. The subsidiary is consolidated from the date the reporting entity obtains control of the investee and ceases when the reporting entity loses control of the investee. Changes in the Group's ownership interest in a subsidiary that do not result in the loss of control are accounted for within equity as transactions with owners in their capacity as owners. The carrying amounts of the Group's and non-controlling interests, if any, are adjusted to reflect the changes in their relative interests in the subsidiary. When the Group loses control of a subsidiary, it derecognises the assets and liabilities and related equity components of the former subsidiary. Any gain or loss is recognised in profit or loss. Any investment retained in the former subsidiary is measured at fair value at the date when control is lost and is subsequently accounted as equity investments financial assets in accordance with the financial reporting standard on financial instruments.

## 2. Material accounting policy information and other explanatory information

## 2A. Material accounting policy information

### Foreign currency transactions

The functional currency is the Singapore dollar as it reflects the primary economic environment in which the entity operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. The presentation is in the functional currency.

### Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (eg by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset or liability that market participants would take into account. The entity's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (ie as prices) or indirectly (ie derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are material differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

### Revenue and income recognition

General - Revenue / income is recognised when the reporting entity has entitlement to the income, it is probable that the economic benefits associated with the transaction or gift will flow to the reporting entity and the amount can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

### Revenue and income recognition (cont'd)

i) Government grants are recognised at fair value when there is reasonable assurance that the conditions attached to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

ii) Programmes, talks, courses and training fees are recognised when the entity satisfies the performance obligation at a point in time generally when the significant acts have been completed and when transfer of control occurs or for services that are not significant transactions revenue is recognised as the services are provided.

iii) Donations are taken up and accrued as and when they are committed. Those uncommitted donations, income from charity events and all income except as listed below, are recognised on receipt basis.

iv) Government incentives are recognised when there is reasonable assurance that the conditions attached to it will be complied with and the collection of incentives is reasonably certain.

v) Interest income is recognised on a time proportion basis using the effective interest method.

vi) Revenue from sale of goods such as teaching materials is recognised at a point in time when the performance obligation is satisfied by transferring a promised good or service to the customer. Control of the goods is transferred to the customer, generally on delivery of the goods.

vii) Rental income is recognised on a straight-line method over the lease term.

### Donation-in-kind

Goods donated are recorded at values based on a reasonable estimate of their value. Assets which are donated for resale or consumption are not recorded when received if the values of such assets are not material and it is not practical to ascertain the value of the items involved. No value is ascribed to volunteer services.

### Employee benefits / Manpower expenses

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The Group's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund ("CPF") in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the Group is contractually obliged or where there is constructive obligation based on past practice.

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

### Income tax

Tax expense (tax income) is the aggregate amount included in the determination of profit or loss for the reporting year in respect of current tax and deferred tax. Current income tax is the expected tax payable on the taxable income for the reporting year; calculated using rates enacted or substantively enacted at the statements of financial position date; and inclusive of any adjustment to income tax payable or recoverable in respect of previous reporting years. Deferred tax is recognised using the liability method; based on temporary differences between the carrying amounts of assets and liabilities in the financial statements and their respective income tax bases; and determined using tax rates that have been enacted or substantively enacted by the reporting year end date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

A deferred tax liability or asset is recognised for all taxable temporary differences associated with investments in subsidiaries, branches and associates, and joint arrangements except where the reporting entity is able to control the timing of the reversal of the taxable temporary difference and it is probable that the taxable temporary difference will not reverse in the foreseeable future or for deductible temporary differences, they will not reverse in the foreseeable future and they cannot be utilised against taxable profits.

The Centre is a registered Charity under the Charities Act 1994 and will be exempted from income tax subject to compliance with the Income Tax Act 1947.

### Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets (or, for certain leased assets, the shorter lease term). An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle.

The residual values of assets, useful lives of assets and recognised impairment losses are reviewed, and adjusted if appropriate, whenever events or circumstances indicate that a revision is warranted.

### Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property, plant and equipment. They are depreciated over the remaining lease terms.

### Investment properties

Investment properties comprise leasehold office buildings that are held for long-term rental yields and/or for capital appreciation.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using the straight-line method to allocate the depreciable amounts over the remaining useful lives of the investment properties.

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

### Investment properties (cont'd)

The residual value, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at the end of each reporting period. Investment properties are subjected to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are written off to profit or loss. The cost of maintenance, repairs and minor improvements is charged to profit or loss when incurred.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss. The fair values are measured periodically on a systematic basis at least once in three years by external independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of property being valued.

### Intangible Assets

Intangible assets relate to costs incurred for development of internet website. Costs directly attributable to the development of internet website are capitalised as intangible asset only when technical feasibility of the project is demonstrated, the Group has an intention and ability to complete and use the internet website and the costs can be measured reliably.

An identifiable non-monetary asset without physical substance is recognised as an intangible asset at acquisition cost if it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group and the cost of the asset can be measured reliably. After initial recognition, an intangible asset with finite useful life is carried at cost less any accumulated amortisation and any accumulated impairment losses.

The amortisable amount of an intangible asset with finite useful life is allocated on a systematic basis over the best estimate of its useful life from the point at which the asset is ready for use. The useful life is three years.

### Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. Where a lease arrangement is identified, a liability to the lessor is recognised as a lease obligation calculated at the present value of minimum lease payments. A corresponding right-of-use asset is recorded (or included in property, plant and equipment). Lease payments are apportioned between finance costs and reduction of the lease liability so as to reflect the interest on the remaining balance of the liability. Finance charges are recorded as an finance cost. Right-of-use assets are depreciated over the shorter of the estimated useful life of the asset and the lease term. Leases with a term of 12 months or less and leases for low value are not recorded as a liability and lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

## 2. Material accounting policy information and other explanatory information (cont'd)

### 2A. Material accounting policy information (cont'd)

**Leases of lessor**

For a lessor, each of lease is classified as either an operating lease or a finance lease. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset. Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is representative of the time pattern of the user's benefit, even if the payments are not on that basis.

**Subsidiaries**

A subsidiary is an entity including unincorporated and special purpose entity that is controlled by the reporting entity and the reporting entity is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The existence and effect of substantive potential voting rights that the reporting entity has the practical ability to exercise (that is, substantive rights) are considered when assessing whether the reporting entity controls another entity. In the reporting entity's separate financial statements, an investment in a subsidiary is accounted for at cost less any allowance for impairment in value. Impairment loss recognised in profit or loss for a subsidiary is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying value and the net book value of the investment in a subsidiary are not necessarily indicative of the amount that would be realised in a current market exchange.

**Business combinations**

There were no business combinations during the reporting year.

**Carrying amounts of non-financial assets**

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at about the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. When the fair value less costs of disposal method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). At each end of the reporting year, non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been measured, net of depreciation or amortisation, if no impairment loss had been recognised.

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

### Financial instruments

Recognition and derecognition of financial instruments:

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires. At initial recognition, the financial asset or financial liability is measured at its fair value plus or minus, in the case a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Classification of financial assets and financial liabilities and subsequent measurement:

The financial reporting standard on financial instruments requires the certain classification of financial assets and financial liabilities. At the end of the reporting year, the reporting entity had the following classes:

- Financial asset classified as measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss ("FVTPL"), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are classified in this category.

- Financial liabilities are classified as at FVTPL in either of the following circumstances: (1) the liabilities are managed, evaluated and reported internally on a fair value basis; or (2) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

### Cash and cash equivalents

Cash comprises cash on hand and demand deposits.
For the statement of cash flows, cash and cash equivalents includes cash and cash equivalents less cash subject to restriction and bank overdrafts payable on demand that form an integral part of cash management. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## 2. Material accounting policy information and other explanatory information (cont'd)

## 2A. Material accounting policy information (cont'd)

### Cash and cash equivalents (cont'd)

Cash flows are reported using the indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, and items of income or expense associated with investing or financing cash flows.

### Funds

All income and expenditures are reflected in the statements of Financial Activities. Income and expenditures specifically relating to any of the funds separately set up by the Centre are allocated subsequently to those funds. Fund balances restricted by outside sources are so 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 purposes 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 institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund.

Restricted funds mainly comprise:

a) Community Silver Trust

The Community Silver Trust ("CST") is a dollar-for-dollar matching grant provided by the government for donation raised by the Centre. This is to encourage more donations and provide additional resources for the Centre, to enhance capabilities and provide value-added services to achieve higher quality care as well as to enhance the affordability of the intermediate and long-term care sector.

b) SGX Bull charge

This fund represents donations received by the Centre as one of the SGX Bull Charge's selected beneficiaries and are set aside for the respective programmes that were specifically supported by the SGX Bull Charge.

c) UOB Fund

The Centre is one of the selected beneficiaries of United Overseas Bank's Lunar New Year Fund Raising Dinner held in February 2017. The Fund is to provide basic necessities for the needy families and elderly staying in 1 room and 2 room rental flats. The basic necessities include meals, groceries, transport and medical funds.

d) President's Challenge

This fund represents donations received by the Centre for supporting service users through skills upgrading, capacity-building and employment.

e) Specific programme and project

It represents funds from various funders and through donations from public to run special programmes or projects beyond the existing services to bridge the service gap and better serve the community.

e) Specific assistance to clients

It represents financial assistance funded by various funders and through donations from public with a restricted purpose of supplementing the living expenses and specific needs of the under privileged families.

## 2. Material accounting policy information and other explanatory information (cont'd)

### 2A. Material accounting policy information (cont'd)

**Other specific material accounting policy information and other explanatory information**

These are included in the relevant Notes to the financial statements.

### 2B. Judgements and sources of estimation uncertainties

Disclosures on material information about the assumptions management made about the future, and other major sources of estimation uncertainty at the end of the reporting year, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below or in the in the corresponding Notes to these financial statements. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

(a) Government grants:

Government grants to meet operating expenses are recognised as income in the statement of financial activities in the reporting year these operating expenses were incurred and there is reasonable assurance that the Centre 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 Centre if the conditions are not met. Management reviews the conditions for all government grants received, if any, and makes accruals for any over/under funding at the end of the reporting period. The carrying amount of grants receivables is disclosed in Note 17.

## 3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the reporting entity to disclose: (a) transactions with its related parties; and (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

All members of the Management Committee and staff members of the Centre are required to read and understand the conflict of interest policy in place and make full disclosure of interests and relationships that could potentially result in conflict of interests. When a conflict of interest situation arises, the members of the Management Committee or staff shall abstain from participating in the discussion, decision making and voting on the matter.

If any members of the Management Committee is directly or indirectly interested in any contract, proposed contract, or other matter and is present at a meeting of the Centre or any sub-committee thereof, at which the contract or other matter is the subject of consideration, the member shall, at the meeting and as soon as practicable after it commences, disclose the fact, and shall not thereafter be present during the consideration or discussion of, and shall not vote on, any question with respect to that contract or other matter.

## 3. Related party relationships and transactions (cont'd)

### 3A. Related party transactions:

There are transactions and arrangements between the Group and related parties and the effect of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations, if any, are unsecured, without fixed repayment terms and interest or charge unless stated otherwise.

Intragroup transactions and balances that have been eliminated in these consolidated financial statements are not disclosed as related party transactions and balances below.

In addition to transactions and balances disclosed elsewhere in the notes to the financial statements, this item includes the following material related party transactions:

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Related party | | | | |
| Course, training, programme and workshop income | 78,439 | 77,248 | 21,482 | – |
| Other expenses | (18,940) | – | (13,900) | (34,966) |

| | Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Subsidiary | | |
| Staff training expenses | (156,933) | (133,208) |
| Programme and volunteer expense | (20,160) | (12,714) |
| Programme, talks and training income | 30,880 | 25,560 |
| Rental income | 36,000 | 36,000 |

### 3B. Key management compensation:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Staff salaries and related costs | 1,185,659 | 682,095 |
| CPF contribution for staff | 104,909 | 58,831 |
| | 1,290,568 | 740,926 |

Number of key management in compensation bands:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| S$100,001 to S$200,000 | 2 | 3 |
| S$200,001 to S$300,000 | 4 | 1 |

Related party refers to Fei Yue Family Service Centre. The Centre and the related party have certain common Management Committee members and key management staff who exercise significant influence over financial and operating decisions.

Key management personnel comprise those persons having authority and responsibility for planning, directing, and controlling the activities of the Group and the Centre, directly, or indirectly.

**3. Related party relationships and transactions (cont'd)**

**3B. Key management compensation: (cont'd)**

The members of the Management Committee are volunteers and receive no remuneration for their contributions.

**4. Donations**

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Tax deductible donation to accumulated funds | 200,648 | 120,874 |
| Tax deductible donation to specific assistance to clients | – | 12,391 |
| Tax deductible donation to specific programme and project fund | 108,504 | 151,656 |
| Total tax deductible donations | 309,152 | 284,921 |
| Non-tax deductible donation to accumulated fund | 65,658 | 29,997 |
| Non-tax deductible donation to specific assistance to clients | 4,500 | 1,173 |
| Non-tax deductible donation to specific programme and project fund | 1,565,122 | 3,192,042 |
| Total non-tax deductible donations | 1,635,280 | 3,223,212 |
| Donation-in-kind | 16,538 | 4,186 |
| Total donations | 1,960,970 | 3,512,319 |

For tax deductible donations, the Centre enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Centre. The Centre is a member of NCSS and an Institutions of a Public Character ('IPC'). The current IPC status is for the period from 17 July 2024 to 30 April 2027.

## 5. Government grants

| | Group and Centre 2025 S$ | Group and Centre 2024 S$ |
|---|---|---|
| Government grants comprises:- | | |
| - AIC | 12,855,210 | 9,895,183 |
| - ECDA | 15,023,638 | 13,681,965 |
| - C3A | 656,100 | 619,097 |
| - NCSS | 149,092 | 63,529 |
| - NCSS ComChest | 65,704 | 93,207 |
| - NCSS community funding for Special Education Schools, EIPIC and Training and Employment Programmes | 3,428,188 | 3,220,380 |
| - MSF | 6,935,402 | 6,705,450 |
| - Tote Board | 1,004,243 | 947,116 |
| - CST | 271,827 | 501,609 |
| - MOH | 20,177 | 125,334 |
| - MHA | 2,812,787 | 2,438,448 |
| Subtotal | 43,222,368 | 38,291,318 |
| Other grants:- | | |
| - MCCY – SG Cares | 855,514 | 686,496 |
| - Others | 56,394 | 253,959 |
| Subtotal | 911,908 | 940,455 |
| Total government grants | 44,134,276 | 39,231,773 |

## 6. Manpower expenses

| | Group 2025 S$ | Group 2024 S$ | Centre 2025 S$ | Centre 2024 S$ |
|---|---|---|---|---|
| Staff salaries and related costs | 36,134,800 | 30,405,521 | 35,766,518 | 30,097,785 |
| CPF contribution for staff | 5,331,322 | 4,497,869 | 5,275,252 | 4,450,616 |
| Other benefits | 1,754,954 | 1,441,402 | 1,746,899 | 1,435,381 |
| Total manpower expenses | 43,221,076 | 36,344,792 | 42,788,669 | 35,983,782 |

## 7. Other expenses

The major components and other selected components include the following:

| | Group 2025 S$ | Group 2024 S$ | Centre 2025 S$ | Centre 2024 S$ |
|---|---|---|---|---|
| Maintenance expenses | 349,968 | 510,205 | 348,369 | 509,368 |
| Short-term rental expenses | 324,971 | 264,934 | 323,561 | 259,341 |
| Transportation expenses | 319,134 | 258,414 | 318,570 | 257,857 |
| Utilities expense | 267,663 | 345,231 | 263,320 | 340,887 |
| Goods and Services Tax ("GST") expenses | 368,048 | 341,133 | 368,048 | 341,133 |

## 8. Finance cost

The major components and other selected components include the following:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Interest on lease liabilities (Note 24) | 13,996 | 12,957 |

## 9. Income tax

### 9A. Components of tax expense/(income) recognised in profit or loss include:

| | Group | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Current tax expense/(income): | | |
| Current tax expense | 10,277 | 7,822 |
| Overprovision adjustments in respect of prior periods | – | (10,742) |
| Total income tax expense/(income) | 10,277 | (2,920) |

The income tax in profit or loss varied from the amount of income tax amount determined by applying the Singapore income tax rate of 17.0% (2024: 17%) to surplus before income tax as a result of the following differences:

| | Group | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Surplus before tax | 3,608,740 | 5,013,117 |
| Income tax expense at the above rate | 613,486 | 852,230 |
| Centre's surplus exempted from tax | (586,852) | (826,438) |
| Tax deduction, exemption and rebate | (16,357) | (18,022) |
| Previously unrecognised deferred tax assets recognised this year | – | 52 |
| Underprovision adjustments in respect of prior periods | – | (10,742) |
| Total income tax expense /(income) | 10,277 | (2,920) |

The Centre is a registered Charity under the Charities Act 1994 and will be exempted from income tax subject to compliance with the Income Tax Act 1947.

## 10. Property, plant and equipment

| Group | Leasehold property S$ | Air-conditioners S$ | Computers S$ | Furniture and fittings S$ | Leasehold improvement S$ | Assets in progress S$ | Motor vehicles S$ | Office equipment S$ | Training fitness equipment S$ | Total S$ |
|---|---|---|---|---|---|---|---|---|---|---|
| Cost: | | | | | | | | | | |
| At 1 April 2023 | 1,184,627 | 206,404 | 1,466,158 | 400,461 | 2,558,861 | 13,816 | 175,058 | 218,623 | 195,919 | 6,419,927 |
| Additions | – | 47,272 | 63,537 | 20,162 | 288,616 | – | – | 26,549 | 164,497 | 610,633 |
| Written off | – | (8,317) | (13,186) | (18,489) | (12,115) | (13,816) | – | (8,351) | (2,390) | (76,664) |
| At 31 March 2024 | 1,184,627 | 245,359 | 1,516,509 | 402,134 | 2,835,362 | – | 175,058 | 236,821 | 358,026 | 6,953,896 |
| Additions | – | 35,561 | 133,084 | 8,220 | 2,100 | 375,798 | – | 38,077 | 37,182 | 630,022 |
| Written off | – | (7,224) | (15,093) | (1,805) | – | – | – | (9,115) | (16,140) | (49,377) |
| At 31 March 2025 | 1,184,627 | 273,696 | 1,634,500 | 408,549 | 2,837,462 | 375,798 | 175,058 | 265,783 | 379,068 | 7,534,541 |
| Accumulated depreciation: | | | | | | | | | | |
| At 1 April 2023 | 284,313 | 176,774 | 1,415,108 | 386,145 | 2,363,857 | – | 131,233 | 180,664 | 166,351 | 5,104,445 |
| Depreciation for the year | 23,694 | 14,059 | 52,454 | 7,030 | 119,484 | – | 7,012 | 17,562 | 32,266 | 273,561 |
| Written off | – | (7,844) | (11,662) | (16,367) | (10,701) | – | – | (8,351) | (2,390) | (57,315) |
| At 31 March 2024 | 308,007 | 182,989 | 1,455,900 | 376,808 | 2,472,640 | – | 138,245 | 189,875 | 196,227 | 5,320,691 |
| Depreciation for the year | 23,689 | 24,166 | 41,285 | 7,625 | 114,071 | – | 7,012 | 15,278 | 43,390 | 276,516 |
| Written off | – | (7,224) | (15,093) | (1,197) | – | – | – | (5,115) | (16,140) | (44,769) |
| At 31 March 2025 | 331,696 | 199,931 | 1,482,092 | 383,236 | 2,586,711 | – | 145,257 | 200,038 | 223,477 | 5,552,438 |
| Net book value: | | | | | | | | | | |
| At 1 April 2023 | 900,314 | 29,630 | 51,050 | 14,316 | 195,004 | 13,816 | 43,825 | 37,959 | 29,568 | 1,315,482 |
| At 31 March 2024 | 876,620 | 62,370 | 60,609 | 25,326 | 362,722 | – | 36,813 | 46,946 | 161,799 | 1,633,205 |
| At 31 March 2025 | 852,931 | 73,765 | 152,408 | 25,313 | 250,751 | 375,798 | 29,801 | 65,745 | 155,591 | 1,982,103 |

**10. Property, plant and equipment (cont'd)**

| Centre | Air-conditioners | Computers | Furniture and fittings | Leasehold improvement | Assets in progress | Motor vehicles | Office equipment | Training fitness equipment | Total |
|---|---|---|---|---|---|---|---|---|---|
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Cost: | | | | | | | | | |
| At 1 April 2023 | 193,190 | 1,437,321 | 387,881 | 2,482,869 | 13,814 | 175,058 | 214,473 | 193,914 | 5,098,520 |
| Additions | 47,272 | 63,537 | 20,162 | 288,612 | – | – | 26,549 | 164,497 | 610,629 |
| Written off | (8,317) | (11,803) | (17,344) | (12,115) | (13,814) | – | (8,351) | (2,390) | (74,134) |
| At 31 March 2024 | 232,145 | 1,489,055 | 390,699 | 2,759,366 | – | 175,058 | 232,671 | 356,021 | 5,635,015 |
| Additions | 35,561 | 133,084 | 8,220 | 2,100 | 375,798 | – | 38,077 | 37,182 | 630,022 |
| Written off | (7,224) | (15,093) | (1,805) | – | – | – | (9,115) | (16,140) | (49,377) |
| At 31 March 2025 | 260,482 | 1,607,046 | 397,114 | 2,761,466 | 375,798 | 175,058 | 261,633 | 377,063 | 6,215,660 |
| Accumulated depreciation: | | | | | | | | | |
| At 1 April 2023 | 176,553 | 1,386,270 | 377,295 | 2,312,945 | – | 131,233 | 176,514 | 165,872 | 4,726,682 |
| Depreciation for the year | 11,416 | 52,454 | 6,284 | 114,468 | – | 7,012 | 17,562 | 31,961 | 241,157 |
| Written off | (7,844) | (10,279) | (15,222) | (10,701) | – | – | (8,351) | (2,390) | (54,787) |
| At 31 March 2024 | 180,125 | 1,428,445 | 368,357 | 2,416,712 | – | 138,245 | 185,725 | 195,443 | 4,913,052 |
| Depreciation for the year | 21,520 | 41,285 | 6,879 | 109,055 | – | 7,012 | 15,278 | 43,083 | 244,112 |
| Written off | (7,224) | (15,093) | (1,197) | – | – | – | (5,115) | (16,139) | (44,768) |
| At 31 March 2025 | 194,421 | 1,454,637 | 374,039 | 2,525,767 | – | 145,257 | 195,888 | 222,387 | 5,112,396 |
| Net book value: | | | | | | | | | |
| At 1 April 2023 | 16,637 | 51,051 | 10,586 | 169,924 | 13,814 | 43,825 | 37,959 | 28,042 | 371,838 |
| At 31 March 2024 | 52,020 | 60,610 | 22,342 | 342,654 | – | 36,813 | 46,946 | 160,578 | 721,963 |
| At 31 March 2025 | 66,061 | 152,409 | 23,075 | 235,699 | 375,798 | 29,801 | 65,745 | 154,676 | 1,103,264 |

## 10. Property, plant and equipment (cont'd)

The estimated useful lives are as follows:

| | | |
|---|---|---|
| Leasehold property | – | 50 years |
| Air-conditioners | – | 5 to 10 years |
| Computers | – | 3 years |
| Furniture and fittings | – | 5 to 10 years |
| Leasehold improvement | – | 5 to 10 years |
| Motor vehicles | – | 10 years |
| Office equipment | – | 5 to 10 years |
| Training fitness equipment | – | 5 to 10 years |

The purchase of property, plant and equipment are subsidised by the following grants during the year:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| AIC Healthcare Productivity Fund | – | 107,428 |
| CMH CREST@QT Capital Grant | – | 2,644 |
| F&E Captial Grant – EIPIC BB | – | 18,942 |
| SGX Fund | – | 1,537 |
| IMDA – Community VIP | – | 2,915 |
| LYT/NSB Trust | – | 1,182 |
| F&E Capital Grant - AACBE | 11,922 | – |
| AAC IT Grant | 86,400 | – |
| Lien Foundation | 272,000 | – |
| CST | 46,758 | – |
| | 417,080 | 134,648 |

## 11. Right-of-use assets

The details of right-of-use assets in the statements of financial position are as follows:

| | Group and Centre S$ |
|---|---|
| Cost: | |
| At 1 April 2023 | 885,751 |
| Additions | 732,664 |
| Written off | (233,785) |
| At 31 March 2024 | 1,384,630 |
| Additions | 97,012 |
| Written off | (174,954) |
| At 31 March 2025 | 1,306,688 |
| | |
| Accumulated depreciation: | |
| At 1 April 2023 | 374,685 |
| Depreciation for the year | 341,064 |
| Written off | (233,785) |
| At 31 March 2024 | 481,964 |
| Depreciation for the year | 416,935 |
| Written off | (174,954) |
| At 31 March 2025 | 723,945 |
| | |
| Carrying value: | |
| At 1 April 2023 | 511,066 |
| At 31 March 2024 | 902,666 |
| At 31 March 2025 | 582,743 |

Operating lease payments are for rentals payable for the various centres' premises. The lease rental terms are negotiated for an average term of three years and rentals are subject to an escalation clause but the amount of the rent increase is not to exceed a certain percentage.

## 12. Investment properties

| Leasehold Properties | Group S$ | Centre S$ |
|---|---|---|
| Cost: | | |
| At 1 April 2023, 31 March 2024 and 31 March 2025 | 3,004,207 | 4,188,834 |
| | | |
| Accumulated depreciation: | | |
| At 1 April 2023 | 500,702 | 785,013 |
| Depreciation | 60,084 | 83,776 |
| At 31 March 2024 | 560,786 | 868,789 |
| Depreciation | 60,084 | 83,777 |
| At 31 March 2025 | 620,870 | 952,566 |
| | | |
| Net carrying amount: | | |
| At 1 April 2023 | 2,503,505 | 3,403,821 |
| At 31 March 2024 | 2,443,421 | 3,320,045 |
| At 31 March 2025 | 2,383,337 | 3,236,268 |

## 12. Investment properties (cont'd)

The estimated useful lives are as follows:

Leasehold properties – 50 years

Investment properties of the Centre with net carrying amounts of S$852,931 (2024: S$876,624) and S$2,383,337 (2024: S$2,443,421) are leased to the subsidiary and an external party under operating leases, respectively.

There are no restrictions on the realisability of investment property or the remittance of income and proceeds of disposal.

The investment properties were leased out under an operating lease. The management has not entered into contractual obligations for the maintenance or enhancement of the investment property.

The fair value of the investment properties as at 21 April 2025 amounted to S$5,600,000 (2024: S$5,500,000) based on the highest and best use method to reflect the actual market state and circumstances as of the end of the reporting year. There has been no change to the valuation technique during the year. Management determined that the highest and best use of the asset is the current use and that it would provide maximum value to market participants principally through its use in combination with other assets.

The investment properties are held in trust by the Trustees.

The following amounts relating to investment properties are recognised in profit or loss:-

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Rental income | 72,000 | 72,000 | 108,000 | 108,000 |
| Direct operating expenses arising from investment properties that generate rental income: | | | | |
| - Depreciation of investment properties | 60,084 | 60,084 | 83,777 | 83,776 |
| - Upkeep and maintenance of investment properties | 9,730 | 9,315 | 24,884 | 24,465 |
| - Property tax | 8,847 | 8,385 | 12,947 | 12,475 |
| | 78,661 | 77,784 | 121,608 | 120,716 |

## 13. Investment in subsidiary

| | Centre 2025 S$ | Centre 2024 S$ |
|---|---|---|
| Unquoted equity shares, at cost | 592,730 | 592,730 |

Information relating to the subsidiary is as follows:

| Name of subsidiary, principal activities, country of incorporation and place of operations | Effective percentage of equity held by Centre 2025 % | Effective percentage of equity held by Centre 2024 % |
|---|---|---|
| Academy of Human Development Pte Ltd (a)<br>Singapore<br>Providing educational training, courses, seminars and workshops, and promoting learning and self-development | 100 | 100 |

(a) Audited by RSM SG Assurance LLP.

## 14. Intangible assets

| Group | Software S$ | Assets in progress S$ | Total S$ |
|---|---|---|---|
| Cost: | | | |
| At 1 April 2023 | 960,165 | 373,255 | 1,333,420 |
| Additions | 109,528 | 13,816 | 123,344 |
| Transfer | 140,105 | (140,105) | – |
| Written off | (80,000) | – | (80,000) |
| At 31 March 2024 | 1,129,798 | 246,966 | 1,376,764 |
| Additions | – | 425,620 | 425,620 |
| Transfers | 40,000 | (40,000) | – |
| At 31 March 2025 | 1,169,798 | 632,586 | 1,802,384 |
| | | | |
| Accumulated depreciation: | | | |
| At 1 April 2023 | 545,300 | – | 545,300 |
| Depreciation | 224,081 | – | 224,081 |
| Written off | (45,029) | – | (45,029) |
| At 31 March 2024 | 724,352 | – | 724,352 |
| Depreciation | 338,802 | – | 338,802 |
| At 31 March 2025 | 1,063,154 | – | 1,063,154 |
| | | | |
| Net carrying amount: | | | |
| At 1 April 2023 | 414,865 | 373,255 | 788,120 |
| At 31 March 2024 | 405,446 | 246,966 | 652,412 |
| At 31 March 2025 | 106,644 | 632,586 | 739,230 |

## 14. Intangible assets (cont'd)

| Centre | Software | Assets in progress | Total |
|---|---|---|---|
| | S$ | S$ | S$ |
| Cost: | | | |
| At 1 April 2023 | 902,248 | 373,255 | 1,275,503 |
| Additions | 107,779 | 13,816 | 121,595 |
| Transfers | 140,105 | (140,105) | – |
| Written off | (80,000) | – | (80,000) |
| At 31 March 2024 | 1,070,132 | 246,966 | 1,317,098 |
| Additions | – | 305,621 | 305,621 |
| Transfers | 40,000 | (40,000) | – |
| At 31 March 2025 | 1,110,132 | 512,587 | 1,622,719 |
| | | | |
| Accumulated depreciation: | | | |
| At 1 April 2023 | 520,699 | – | 520,699 |
| Amortisation charge | 205,043 | – | 205,043 |
| Written off | (45,027) | – | (45,027) |
| At 31 March 2024 | 680,715 | – | 680,715 |
| Amortisation charge | 322,774 | – | 322,774 |
| At 31 March 2025 | 1,003,489 | – | 1,003,489 |
| | | | |
| Net carrying amount: | | | |
| At 1 April 2023 | 381,549 | 373,255 | 754,804 |
| At 31 March 2024 | 389,417 | 246,966 | 636,383 |
| At 31 March 2025 | 106,643 | 512,587 | 619,230 |

The purchase of intangible assets are subsidised by the following grants during the year:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| MSF – CCEG "Corporate Capability Expansion Grant" | 2,000 | 85,051 |
| MCCY – Bicentennial Community Fund | 5,684 | 53,061 |
| MCCY – SG Cares CCK VC | 25,387 | 15,893 |
| MCCY – SG Cares BB VC | 929 | – |
| NCSS-TSS HR Project P1 – EIPIC Student Management System | 15,824 | – |
| NCSS – CCT TNG Fund | 249,394 | – |
| | 299,218 | 154,005 |

## 15. Trade and other receivables

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Trade receivables | | | | |
| Outside parties | 750,754 | 2,113,040 | 710,742 | 2,028,974 |
| Related party | 38,042 | 20,670 | 29,794 | 10,595 |
| Accrued income | 3,333,577 | 2,525,345 | 3,277,746 | 2,459,797 |
| Total trade and other receivables | 4,122,373 | 4,659,055 | 4,018,282 | 4,499,366 |

As part of the process of setting customer credit limits, different credit terms are used. The credit period generally granted to programme, talks and training fees ranges from immediate payment to 30 days (2024: immediate payment to 30 days). However, some customers take a longer period to settle the amounts.

The ageing analysis of trade receivable amounts that are past due as at the end of the reporting year but not impaired:

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Past due: | | | | |
| Less than 30 days | 258,891 | 159,481 | 254,440 | 134,104 |
| 31 to 60 days | 32,313 | 15,671 | 32,033 | 210 |
| 61 to 90 days | – | 488 | – | 89 |
| More than 90 days | 819 | 1,438 | 468 | 1,438 |
| | 292,023 | 177,078 | 286,941 | 135,841 |

## 16. Other non-financial assets

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Deposits | 818,050 | 417,549 | 817,570 | 416,658 |
| Prepayments | 241,020 | 377,809 | 225,280 | 367,912 |
| Other assets | 49,242 | 37,591 | 49,242 | 37,591 |
| | 1,108,312 | 832,949 | 1,092,092 | 822,161 |

Included in deposits is an aggregate amount of S$707,488 (2024: S$292,393) pledged with the bank as guarantee in favour of Singapore authorities and government agencies.

## 17. Grants receivables

| | Group and Centre 2025 S$ | Group and Centre 2024 S$ |
|---|---|---|
| Accrued revenue – AIC | 2,763,968 | 380,311 |
| Accrued revenue – MHA | 796,622 | 195,326 |
| Accrued revenue − ECDA EIPIC (Note 17A) | − | 3,192,143 |
| Accrued revenue − SGE (Note 17B) | 2,591 | 71,966 |
| Accrued revenue – IRAS | − | 558,314 |
| Accrued revenue − others | 270,329 | 248,021 |
| | 3,833,510 | 4,646,081 |

At the end of the year, the Management Committee reviews the government grants and funding received by the Group during the financial year and accrues for any under/over funding of grants based on funding principles. The Management Committee computes and estimates these under/over funding amounts with reference to the funding agreements for the respective programmes and grants. The final underfunding receivable and/or overfunding payable will be evaluated and finalised by the respective government agencies subsequent to the end of the reporting period.

## 17A. Accrued revenue – ECDA EIPIC

| | Group and Centre 2025 S$ | Group and Centre 2024 S$ |
|---|---|---|
| Movement of ECDA EIPIC funding | | |
| Balance at beginning of year | 3,192,143 | 266,321 |
| Amount received during the year | (16,032,319) | (8,816,322) |
| Revenue recognised in profit or loss | 12,659,797 | 11,742,144 |
| Reclassed to deferred grants (Note 26) | 180,379 | − |
| Balance at end of year | − | 3,192,143 |

## 17B. Accrued revenue – SGE

| | Group and Centre 2025 S$ | Group and Centre 2024 S$ |
|---|---|---|
| Movement of SGE funding | | |
| Balance at beginning of year | 71,966 | 1,048,861 |
| Amount received during the year | (3,497,563) | (4,197,275) |
| Revenue recognised in profit or loss | 3,428,188 | 3,220,380 |
| Balance at end of year | 2,591 | 71,966 |

## 18. Cash and cash equivalents

| | Group 2025 S$ | Group 2024 S$ | Centre 2025 S$ | Centre 2024 S$ |
|---|---|---|---|---|
| Fixed deposits | 24,047,631 | 19,590,531 | 22,845,199 | 18,420,633 |
| Cash and cash balances | 11,080,885 | 11,192,248 | 10,281,059 | 10,527,978 |
| | 35,128,516 | 30,782,779 | 33,126,258 | 28,948,611 |

Fixed deposits have remaining maturity period ranging from 1 to 3 months (2024: 1 to 3 months) and bear interest rates ranging from 2.15% to 3.00% (2024: 2.90% to 3.45%) per annum.

## 19. Accumulated funds

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Restricted funds (Note 19A) | 22,922,925 | 21,577,669 | 21,930,904 | 20,691,149 |
| Unrestricted funds (Note 19B) | 13,302,549 | 11,049,342 | 12,806,408 | 10,594,090 |
| Balance at end of year | 36,225,474 | 32,627,011 | 34,737,312 | 31,285,239 |

Restricted accumulated fund represents past accumulated earnings by the Centre for certain units that directly receive fundings with conditions from outside sources to fund their operations. The funds received from the outside sources are restricted for specific purposes and is to be utilised in accordance with the purposes established by the source of such funds. Other revenues (ie donations, programmes, talks, courses and training fees) received directly by these units will also be classified as restricted income. The restricted accumulated fund for the Group exceeds the Centre due to the elimination of intragroup expenditure.

Unrestricted accumulated funds represents past accumulated earnings by the Group and Centre that do not receive restricted fundings from outside sources. Management retains full control to use the unrestricted accumulated funds in achieving any of its institutional purposes.

## 19. Accumulated funds (cont'd)

## 19A. Restricted funds

| Group | FAM @ FSC | FFLC | Kidstart | Community mental health | Youth services | | | | | | EIPIC Services | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | eGen | Youth Go! @ Team 1 | Youth Go! @ Team 2 | CREST – Youth Fei Yue @ East | Cyber Wellness Hotline | Intergrated Service Providers | Jurong | Wellington Circle | Upper Thomson | Bukit Batok | Bukit Batok-Special Need Student Care Centre |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 4,258,732 | 128,704 | 770,992 | 1,211,317 | 2,441 | 31,339 | (426,200) | – | 2,604 | (336,016) | 5,866,400 | 1,077,551 | 2,820,873 | – | (321,644) |
| Surplus/ (Deficit) for the year | 394,152 | 215,730 | 461,218 | 222,666 | – | (57,539) | 268,795 | (3,812) | – | (132,422) | (528,872) | 60,244 | 1,199 | 204,063 | (196,503) |
| At 31 March 2024 | 4,652,884 | 344,434 | 1,232,210 | 1,433,983 | 2,441 | (26,200) | (157,405) | (3,812) | 2,604 | (468,438) | 5,337,528 | 1,137,795 | 2,822,072 | 204,063 | (518,147) |
| Surplus/ (Deficit) for the year | 399,032 | 169,674 | 52,869 | 20,577 | – | 72,350 | (108,309) | (17,125) | – | 19,620 | (495,187) | 109,537 | (637,934) | (29,332) | (22,143) |
| At 31 March 2025 | 5,051,916 | 514,108 | 1,285,079 | 1,454,560 | 2,441 | 46,150 | (265,714) | (20,937) | 2,604 | (448,818) | 4,842,341 | 1,247,332 | 2,184,138 | 174,731 | (540,290) |

| Group | Senior Cluster Network Hougang/ Serangoon | | | | Senior Cluster Network Choa Chu Kang/Bukit Panjang | | | | | | | Active Aging Centre ("AAC") | | | Subtotal carry forward |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Cluster Support | Senior Group Home | Senior Activity Centre - Hougang | Senior Activity Centre - Serangoon | Cluster Support | Elderly Programme | Senior Group Home | Senior activity centre – Teck Whye | Senior activity centre – Teck Whye Crescent | Senior activity centre – Senja | Senior activity centre – Yew Tee | Studio Apartments | AAC – HG Dewcourt | AAC – Buangkok Green | |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 621,633 | 87,482 | 365,410 | 104,228 | 1,054,573 | 173,806 | 25,092 | 29,499 | (2,788) | 254,739 | 95,939 | (574,740) | 63,039 | 119,541 | 17,504,546 |
| Surplus/ (Deficit) for the year | 9,434 | (3,451) | – | – | 5,763 | (219,746) | (6,952) | – | – | – | – | – | 3,149 | 133,367 | 830,483 |
| At 31 March 2024 | 631,067 | 84,031 | 365,410 | 104,228 | 1,060,336 | (45,940) | 18,140 | 29,499 | (2,788) | 254,739 | 95,939 | (574,740) | 66,188 | 252,908 | 18,335,029 |
| Surplus/ (Deficit) for the year | – | – | (3,549) | (14,756) | – | 314,567 | – | – | – | – | – | – | 58,991 | 235,045 | 123,927 |
| At 31 March 2025 | 631,067 | 84,031 | 361,861 | 89,472 | 1,060,336 | 268,627 | 18,140 | 29,499 | (2,788) | 254,739 | 95,939 | (574,740) | 125,179 | 487,953 | 18,458,956 |

## 19. Accumulated funds (cont'd)

### 19A. Restricted funds (cont'd)

| | Subtotal brought forward | Active Aging Centre ("AAC") | | | | | | | | | | Elder Education Programme | | Health Care Support | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Group | | AAC – Brickland | AAC – Hougang | AAC – Serangoon | AAC – Teck Whye | AAC – Senja | AAC – Limbang | AAC – Limbang Green | AAC – Sunshine Court | AAC – Bukit Batok East | AAC – Fajar | Elderly Volunteer Management | Elderly Education | | |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 17,504,546 | (48,834) | 134,442 | 268,919 | 296,042 | 99,319 | 105,948 | 122,629 | 114,124 | – | – | (331,640) | 1,626,680 | 15,697 | 19,907,872 |
| Surplus/(Deficit) for the year | 830,483 | 94,058 | 55,612 | (18,303) | 26,265 | 71,369 | 125,563 | 83,964 | 160,156 | – | 17,567 | 53,757 | (55,442) | 224,748 | 1,669,797 |
| At 31 March 2024 | 18,335,029 | 45,224 | 190,054 | 250,616 | 322,307 | 170,688 | 231,511 | 206,593 | 274,280 | – | 17,567 | (277,883) | 1,571,238 | 240,445 | 21,577,669 |
| Surplus/(Deficit) for the year | 123,927 | 247,999 | 9,295 | (50,190) | (26,528) | 76,992 | 60,828 | 102,813 | 194,138 | 155,704 | 225,666 | 534,636 | (135,129) | (174,895) | 1,345,256 |
| At 31 March 2025 | 18,458,956 | 293,223 | 199,349 | 200,426 | 295,779 | 247,680 | 292,339 | 309,406 | 468,418 | 155,704 | 243,233 | 256,753 | 1,436,109 | 65,550 | 22,922,925 |

## 19. Accumulated funds (cont'd)

## 19A. Restricted funds (cont'd)

| | | | | | Youth services | | | | | | EIPIC Services | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Centre | FAM @ FSC | FFLC | Kidstart | Community mental health | eGen | Youth Go! @ Team 1 | Youth Go! @ Team 2 | CREST – Youth Fei Yue @ East | Cyber Wellness Hotline | Intergrated Service Providers | Jurong | Wellington Circle | Upper Thomson | Bukit Batok | Bukit Batok-Special Need Student Care Centre |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 4,216,237 | 120,771 | 762,720 | 1,147,625 | (34) | 3,555 | (451,746) | – | (1) | (347,235) | 5,769,696 | 1,032,461 | 2,773,517 | – | (323,244) |
| Surplus/ (Deficit) for the year | 386,010 | 207,753 | 456,237 | 208,906 | – | (60,281) | 266,250 | (3,812) | – | (133,272) | (537,897) | 51,724 | (9,560) | 201,733 | (197,903) |
| At 31 March 2024 | 4,602,247 | 328,524 | 1,218,957 | 1,356,531 | (34) | (56,726) | (185,496) | (3,812) | (1) | (480,507) | 5,231,799 | 1,084,185 | 2,763,957 | 201,733 | (521,147) |
| Surplus/ (Deficit) for the year | 392,153 | 168,243 | 51,312 | (5,766) | – | 63,327 | (119,124) | (19,731) | – | 16,148 | (501,361) | 102,009 | (649,147) | (31,372) | (22,143) |
| At 31 March 2025 | 4,994,400 | 496,767 | 1,270,269 | 1,350,765 | (34) | 6,601 | (304,620) | (23,543) | (1) | (464,359) | 4,730,438 | 1,186,194 | 2,114,810 | 170,361 | (543,290) |

| | Senior Cluster Network Choa Chu Kang/Bukit Panjang | | | | | | | Active Aging Centre ("AAC") | | | | | | | Subtotal carry forward |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Centre | Cluster Support | Senior Group Home | Senior Activity Centre - Hougang | Senior Activity Centre - Serangoon | Cluster Support | Elderly Programme | Senior Group Home | Senior activity centre – Teck Whye | Senior activity centre – Teck Whye Crescent | Senior activity centre – Senja | Senior activity centre – Yew Tee | Studio Apartments | AAC – HG Dewcourt | AAC – Buangkok Green | |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 726,447 | 85,234 | 357,295 | 104,228 | 1,026,811 | 162,009 | 16,112 | 47,949 | (5,338) | 281,043 | 95,939 | (613,622) | 61,839 | 117,481 | 17,167,749 |
| Surplus/(Deficit) for the year | 9,434 | (3,451) | – | – | 5,763 | (221,386) | (7,483) | – | – | – | – | – | 2,364 | 133,037 | 754,166 |
| At 31 March 2024 | 735,881 | 81,783 | 357,295 | 104,228 | 1,032,574 | (59,377) | 8,629 | 47,949 | (5,338) | 281,043 | 95,939 | (613,622) | 64,203 | 250,518 | 17,921,915 |
| Surplus/(Deficit) for the year | – | – | (3,549) | (14,756) | – | 311,587 | – | – | – | – | – | – | 58,239 | 234,330 | 30,399 |
| At 31 March 2025 | 735,881 | 81,783 | 353,746 | 89,472 | 1,032,574 | 252,210 | 8,629 | 47,949 | (5,338) | 281,043 | 95,939 | (613,622) | 122,442 | 484,848 | 17,952,314 |

## 19. Accumulated funds (cont'd)

## 19A. Restricted funds (cont'd)

| | Subtotal brought forward | Active Aging Centre ("AAC") | | | | | | | | | | Elder Education Programme | | Health Care Support | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Centre | | AAC – Brickland | AAC – Hougang | AAC – Serangoon | AAC – Teck Whye | AAC – Senja | AAC – Limbang | AAC – Limbang Green | AAC – Sunshine Court | AAC – Bukit Batok East | AAC – Fajar | Elderly Volunteer Management | Elderly Education | | |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Restricted: | | | | | | | | | | | | | | | |
| At 1 April 2023 | 17,167,749 | (48,834) | 134,442 | 268,919 | 296,042 | 99,319 | 105,948 | 122,629 | 114,125 | – | – | (751,721) | 1,588,346 | 7,683 | 19,104,647 |
| Surplus/(Deficit) for the year | 754,166 | 93,728 | 55,612 | (22,070) | 26,045 | 70,029 | 125,431 | 83,964 | 160,156 | – | 17,567 | 53,757 | (56,631) | 224,748 | 1,586,502 |
| At 31 March 2024 | 17,921,915 | 44,894 | 190,054 | 246,849 | 322,087 | 169,348 | 231,379 | 206,593 | 274,281 | – | 17,567 | (697,964) | 1,531,715 | 232,431 | 20,691,149 |
| Surplus/(Deficit) for the year | 30,399 | 247,499 | 8,485 | (51,100) | (27,828) | 75,342 | 59,113 | 101,593 | 193,288 | 155,704 | 225,166 | 534,636 | (136,029) | (176,513) | 1,239,755 |
| At 31 March 2025 | 17,952,314 | 292,393 | 198,539 | 195,749 | 294,259 | 244,690 | 290,492 | 308,186 | 467,569 | 155,704 | 242,733 | (163,328) | 1,395,686 | 55,918 | 21,930,904 |

## 19. Accumulated funds (cont'd)

### 19B. Unrestricted funds

| Group | Community services S$ | Restorative Care S$ | Community mental health S$ | Youth services S$ | Corporate services S$ | Allied health S$ | EIPIC Services S$ | Eldercare Services S$ | Total S$ |
|---|---|---|---|---|---|---|---|---|---|
| Unrestricted: | | | | | | | | | |
| At 1 April 2023 | 1,841,999 | 913,648 | 37,151 | 224,339 | 3,763,535 | 939,330 | – | – | 7,703,102 |
| Surplus/(deficit) for the year | 45,730 | 253,202 | (26,593) | 236,155 | 1,555,540 | 659,849 | 1,094 | 604,363 | 3,346,240 |
| At 31 March 2024 | 1,887,729 | 1,166,850 | 10,558 | 460,494 | 5,319,075 | 1,599,179 | 1,094 | 604,363 | 11,049,342 |
| Surplus/(deficit) for the year | 97,347 | 677,934 | 82,742 | 35,888 | 722,515 | 373,721 | 161,757 | 101,303 | 2,253,207 |
| At 31 March 2025 | 1,985,076 | 1,844,784 | 93,300 | 496,382 | 6,041,590 | 1,972,900 | 162,851 | 705,666 | 13,302,549 |

The financial statements of the subsidiary have been incorporated under Corporate services in accordance to the nature of services being provided.

| Centre | Community services S$ | Restorative Care S$ | Community mental health S$ | Youth services S$ | Corporate services S$ | Allied health S$ | EIPIC Services S$ | Eldercare Services S$ | Total S$ |
|---|---|---|---|---|---|---|---|---|---|
| Unrestricted: | | | | | | | | | |
| At 1 April 2023 | 1,838,354 | 861,925 | 33,365 | 254,127 | 3,434,458 | 896,965 | – | – | 7,319,194 |
| Surplus/(deficit) for the year | 45,730 | 249,690 | (26,593) | 251,475 | 1,480,838 | 668,299 | 1,094 | 604,363 | 3,274,896 |
| At 31 March 2024 | 1,884,084 | 1,111,615 | 6,772 | 505,602 | 4,915,296 | 1,565,264 | 1,094 | 604,363 | 10,594,090 |
| Surplus/(deficit) for the year | 97,347 | 665,449 | 82,742 | 27,314 | 715,735 | 363,371 | 161,607 | 98,753 | 2,212,318 |
| At 31 March 2025 | 1,981,431 | 1,777,064 | 89,514 | 532,916 | 5,631,031 | 1,928,635 | 162,701 | 703,116 | 12,806,408 |

## 20. Community Silver Trust

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | 3,041,080 | 1,276,674 |
| Add: Matching Grant (Note 20A) | 633,086 | 2,290,005 |
| Less: Expenditure | (293,490) | (525,599) |
| | 339,596 | 1,764,406 |
| Balance at end of the year | 3,380,676 | 3,041,080 |

## 20A. Matching Grant

| Group and Centre | Hougang/ Serangoon Senior Group Home | Studio Apartment | Active Aging Centre | Elder Education | Home care services | Total |
|---|---|---|---|---|---|---|
| | S$ | S$ | S$ | S$ | S$ | S$ |
| 2025 | | | | | | |
| Tax-deductible donations | – | – | 43,868 | – | 91,172 | 135,040 |
| Non-tax deductible donations | – | – | 357,367 | 110,000 | 30,679 | 498,046 |
| Total | – | – | 401,235 | 110,000 | 121,851 | 633,086 |
| 2024 | | | | | | |
| Tax-deductible donations | 1,290 | 21,435 | 60,956 | – | 9,376 | 93,057 |
| Non-tax deductible donations | – | 1,780,186 | 413,007 | – | 3,755 | 2,196,948 |
| Total | 1,290 | 1,801,621 | 473,963 | – | 13,131 | 2,290,005 |

## 21. Specific programme funds

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | 2,968,937 | 1,114,157 |
| Amount received | 5,451,322 | 5,319,708 |
| Less: Expenditure | (7,101,671) | (3,464,928) |
| | (1,650,349) | 1,854,780 |
| Balance at end of the year | 1,318,588 | 2,968,937 |
| Comprises: | | |
| SGX Bull charge (Note 21A) | 3,081 | 293,688 |
| UOB Fund (Note 21B) | – | – |
| President's Challenge – Empowering for Life Fund (Note 21C) | (145,509) | (93,892) |
| Specific programme and project (Note 21D) | 1,461,016 | 2,769,141 |
| Total | 1,318,588 | 2,968,937 |

## 21. Specific programme funds (cont'd)

### 21A. SGX Bull Charge

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | 293,688 | 6,456 |
| Amount received | – | 629,512 |
| Less: Expenditure | (290,607) | (342,280) |
| | (290,607) | 287,232 |
| Balance at end of the year | 3,081 | 293,688 |

### 21B. UOB fund

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | – | 55,706 |
| Less: Expenditure | – | (55,706) |
| | – | (55,706) |
| Balance at end of the year | – | – |

### 21C. President's Challenge – Empowering for Life Fund

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | (93,892) | (144,759) |
| Amount received | 340,364 | 342,182 |
| Less: Expenditure | (391,981) | (291,315) |
| | (51,617) | 50,867 |
| Balance at end of the year | (145,509) | (93,892) |

The deficit will be offsetted with future receipts from the funder.

### 21D. Specific programme and project

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | 2,769,141 | 1,196,754 |
| Amount received [(a)] | 5,110,957 | 4,348,014 |
| Less: Expenditure | (6,419,082) | (2,775,627) |
| | (1,308,125) | 1,572,387 |
| Balance at end of the year | 1,461,016 | 2,769,141 |

[(a)] Tax-deductible receipts issued for donations received during the year amounts to S$108,504 (2024: S$151,656).

**21. Specific programme funds (cont'd)**

**21D. Specific programme and project (cont'd)**

The fund comprises the following projects:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Cloud9 - Lien Foundation Community Palliative Care Project | 1,100,886 | 1,431,909 |
| Lien Foundation - Gym Tonic | (47,358) | 272,000 |
| MCCY – Bicentennial Community Fund | 4,561 | 77,538 |
| Project Leaving Well | – | 4,152 |
| Sg cares | (198,505) | 245,329 |
| Others | 601,432 | 738,213 |
| Total | 1,461,016 | 2,769,141 |

**22. Specific assistance to clients**

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Balance at beginning of the year | 142,290 | 244,463 |
| Amount received [a] | 144,522 | 39,473 |
| Less: Disbursement to beneficiaries | (153,955) | (141,646) |
| | (9,433) | (102,173) |
| Balance at end of the year [b] | 132,857 | 142,290 |

[a] Tax-deductible receipts issued for donations received during the year amounts to S$NIL (2024: S$12,391).

[b] Package of assistance received from KidSTART amounted to S$5,995 (2024: S$123) after utilisation of S$100 (2024: S$425).

## 23. Deferred capital grants

| Group | Corporate services S$ | General services S$ | Specialised services S$ | EIPIC services S$ | Eldercare services S$ | Total S$ |
|---|---|---|---|---|---|---|
| Balance as at 1 April 2023 | 276,934 | 21,784 | 294,988 | 36,667 | 373,889 | 1,004,262 |
| Receipts / (reversals) | 50,955 | – | (3,372) | 3,475 | 174,632 | 225,690 |
| Less: Amortisation for the year | (52,966) | (12,448) | (148,833) | (17,459) | (289,505) | (521,211) |
| Balance at 31 March 2024 | 274,923 | 9,336 | 142,783 | 22,683 | 259,016 | 708,741 |
| Receipts | 135,024 | – | 183,354 | 30,683 | 329,751 | 678,812 |
| Less: Amortisation for the year | (71,338) | (9,336) | (70,991) | (17,042) | (186,019) | (354,726) |
| Balance at 31 March 2025 | 338,609 | – | 255,146 | 36,324 | 402,748 | 1,032,827 |

| Centre | Corporate services S$ | Specialised services S$ | EIPIC services S$ | Eldercare services S$ | Total S$ |
|---|---|---|---|---|---|
| Balance as at 1 April 2023 | 276,934 | 294,988 | 36,667 | 373,889 | 982,478 |
| Receipts / (reversals ) | 50,955 | (3,372) | 3,475 | 174,632 | 225,690 |
| Less: Amortisation for the year | (52,966) | (148,833) | (17,459) | (289,505) | (508,763) |
| Balance at 31 March 2024 | 274,923 | 142,783 | 22,683 | 259,016 | 699,405 |
| Receipts | 135,024 | 183,354 | 30,683 | 329,751 | 678,812 |
| Less: Amortisation for the year | (71,338) | (70,991) | (17,042) | (186,019) | (345,390) |
| Balance at 31 March 2025 | 338,609 | 255,146 | 36,324 | 402,748 | 1,032,827 |

The grants were given to fund the purchase of property, plant and equipment subject to the terms and conditions as prescribed in the agreements. Deferred capital grants are recognised as income in the manner as per Note 2.

## 24. Lease liabilities

Lease liabilities are presented in the statement of financial position as follows:

| | Group and Centre 2025 S$ | Group and Centre 2024 S$ |
|---|---|---|
| Lease liabilities, current | 401,457 | 411,686 |
| Lease liabilities, non-current | 189,239 | 498,336 |
| Total lease liabilities | 590,696 | 910,022 |

The weighted average incremental borrowing rate applied to lease liabilities recognised at 1.92% (2024: 1.92%) per annum.

## 24. Lease liabilities (cont'd)

A summary of the maturity analysis of lease liabilities that shows the remaining contractual maturities is disclosed in Note 29E. Total cash outflows from leases are shown in the statement of cash flows.

Movements of lease liabilities for the reporting year are as follows:

| | Group and Centre<br>S$ |
|---|---|
| Total lease liabilities recognised at 1 April 2023 | 513,003 |
| Addition during the year | 732,664 |
| Lease payments | (348,602) |
| Accretion of interest (Note 8) | 12,957 |
| Total lease liabilities at 31 March 2024 | 910,022 |
| Addition during the year | 97,012 |
| Lease payments | (430,334) |
| Accretion of interest (Note 8) | 13,996 |
| Total lease liabilities at 31 March 2025 | 590,696 |

Apart from the disclosures made in other notes to the financial statements, amounts relating to leases include the following:

| | 2025<br>S$ | 2024<br>S$ |
|---|---|---|
| Expense relating to short-term leases included in administrative expenses | 255,145 | 167,900 |
| Expense relating to leases of low-value assets included in administrative expenses | 68,416 | 91,441 |
| | 323,561 | 259,341 |
| Total commitments on short-term leases at year end date | 169,984 | 70,946 |

## 25. Trade and other payables

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025<br>S$ | 2024<br>S$ | 2025<br>S$ | 2024<br>S$ |
| Trade payables | | | | |
| - Third parties | 671,849 | 432,471 | 593,357 | 419,965 |
| - Related party | 13,854 | 14,433 | 13,854 | 14,433 |
| - Subsidiary (Note 13) | – | – | 19,995 | 6,322 |
| Net trade payables | 685,703 | 446,904 | 627,206 | 440,720 |
| Other payables | | | | |
| - Third parties | 96,944 | 90,254 | 75,082 | 68,789 |
| Refundable deposits | 98,985 | 108,881 | 102,985 | 112,881 |
| Staff costs and benefits accrual | 5,278,323 | 4,852,827 | 5,220,987 | 4,806,750 |
| Other operating expense accrual | 515,136 | 370,793 | 504,022 | 355,630 |
| Net other payables | 5,989,388 | 5,422,755 | 5,903,076 | 5,344,050 |
| Total trade and other payables | 6,675,091 | 5,869,659 | 6,530,282 | 5,784,770 |

The average credit period granted by trade suppliers is 30 days (2024: 30 days).

## 26. Other non-financial liabilities

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Fee received in advance | 325,437 | 277,006 | 300,760 | 258,263 |
| Deferred grant (Note 26A) | 180,379 | – | 180,379 | – |
| | 505,816 | 277,006 | 481,139 | 258,263 |

## 26A. Deferred grants

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| At beginning of the reporting year | – | 1,451 |
| Less: Utilised in the year | – | (1,451) |
| Add: Reclassed from accrued revenue – ECDA (Note 17A) | 180,379 | – |
| At end of the reporting year | 180,379 | – |

The grants were given to fund certain expenditure subject to the terms and conditions as prescribed in the agreements. Deferred grants are recognised as income in the manner as per Note 2.

## 27. Capital commitments

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Commitments to purchase plant and equipment and intangible assets | 816,718 | 11,737 |

## 28. Operating lease income commitments – as lessor

At the end of the reporting year, the total of future minimum lease receivables committed under non-cancellable operating leases are as follows:

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Not later than one year | 48,000 | 72,000 | 84,000 | 108,000 |
| Later than one year but not later than two years | – | 48,000 | 36,000 | 84,000 |
| | 48,000 | 120,000 | 120,000 | 192,000 |
| Rental income for the year | 72,000 | 72,000 | 108,000 | 108,000 |

The commitments are for the investment properties. The lease rental income terms are negotiated for an average term of two years.

## 29. Financial instruments: information on financial risks and other explanatory information

### 29A. Categories of financial assets and financial liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

| | Group | | Centre | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | S$ | S$ | S$ | S$ |
| Financial assets: | | | | |
| Financial assets at amortised cost | 43,054,028 | 40,087,915 | 40,947,679 | 38,094,058 |
| Financial liabilities: | | | | |
| Financial liabilities at amortised cost | 7,166,802 | 6,670,800 | 7,017,993 | 6,581,911 |

Further quantitative disclosures are included throughout these financial statements.

### 29B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate and price risk exposures. The Management Committee has certain practices for the management of financial risks. However, these are not documented in formal written documents. The following guidelines are followed: All financial risk management activities are carried out and monitored by the Board of Management. All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

### 29C. Fair value of financial instruments

The analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the significant financial instruments stated at amortised cost and at fair value in the statement of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

### 29D. Credit risk on financial assets

Financial assets subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner arise principally from cash balances with banks, receivables and other financial assets. The general approach in the financial reporting standard on financial instruments is applied to measure expected credit losses (ECL) allowance on financial assets the ECL allowance. On initial recognition, a day-1 loss is recorded equal to the 12 month ECL unless the assets are considered credit impaired. The ECL allowance for debt assets is recognised at an amount equal to the lifetime ECL if the credit risk on that financial instrument has increased significantly since initial recognition. However, for trade receivables that do not contain a material financing component or when the reporting entity applies the practical expedient of not adjusting the effect of a material financing component, the simplified approach in calculating ECL is applied.

**29. Financial instruments: information on financial risks and other explanatory information (cont'd)**

**29D. Credit risk on financial assets (cont'd)**

Under the simplified approach, the loss allowance is recognised at an amount equal to lifetime ECL at each reporting date using historical loss rates for the respective risk categories and incorporating forward-looking estimates. Lifetime ECL may be estimated individually or collectively. For the credit risk on the financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and any loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credits limits are subject to the same review process.

Note 18 discloses the cash balances. There was no identified impairment loss.

**29E. Liquidity risk – financial liabilities maturity analysis**

Liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. There are no liabilities contracted to fall due after twelve months at the end of the reporting year. The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

**29E. Liquidity risk – financial liabilities maturity analysis (cont'd)**

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows).

| Group | Less than 1 year S$ | 2 – 5 Years S$ | Total S$ |
|---|---|---|---|
| 2025: | | | |
| Gross lease liabilities | 409,598 | 193,463 | 603,061 |
| Trade and other payables | 6,576,106 | – | 6,576,106 |
| At end of the year | 6,985,704 | 193,463 | 7,179,167 |
| 2024: | | | |
| Gross lease liabilities | 425,311 | 506,888 | 932,199 |
| Trade and other payables | 5,760,778 | – | 5,760,778 |
| At end of the year | 6,186,089 | 506,888 | 6,692,977 |

| Centre | Less than 1 year S$ | 2 – 5 Years S$ | Total S$ |
|---|---|---|---|
| 2025: | | | |
| Gross lease liabilities | 409,598 | 193,463 | 603,061 |
| Trade and other payables | 6,427,297 | – | 6,427,297 |
| At end of the year | 6,836,895 | 193,463 | 7,030,358 |
| 2024: | | | |
| Gross lease liabilities | 425,311 | 506,888 | 932,199 |
| Trade and other payables | 5,671,889 | – | 5,671,889 |
| At end of the year | 6,097,200 | 506,888 | 6,604,088 |

## 29. Financial instruments: information on financial risks and other explanatory information (cont'd)

### 29F. Interest rate risk

Interest rate risk arises on interest-bearing financial instruments recognised in the statement of financial position and on some financial instruments not recognised in the statement of financial position. The following table analyses the breakdown of the significant financial instruments by type of interest rate:

| | Group and Centre | |
|---|---|---|
| | 2025 | 2024 |
| | S$ | S$ |
| Financial liabilities with interest: | | |
| Fixed rates | 590,696 | 910,022 |

The interest rates are disclosed in Note 24 for the financial liabilities.

Sensitivity analysis: The effect on pre-tax profit is not material.

## 30. Columnar presentation of statement of financial position

A large majority of the assets and liabilities are attributable to the accumulated funds. All the assets of the other funds are represented by cash balances. Accordingly, the Group and Centre did not adopt a columnar presentation of its assets, liabilities and funds in the Statement of Financial Position as it was not meaningful.

## 31. Reserve Policy

The primary objective of the Centre's reserve management is to safeguard its assets; to effectively and efficiently manage the usage of available resources towards supporting the Centre's principal and related activities, and ensuring long-term financial sustainability. The Centre will maintain an optimum level of accumulated fund of not more than 2 years of annual operating expenditures.

The Management committee uses the accumulated general fund (restricted and unrestricted) and excludes the designated fund as they are specifically funded. The Centre's reserve ratio, which is calculated using accumulated general funds of over the total expenditure for the year at the end of the reporting date as shown below:

| | 2025 | 2024 |
|---|---|---|
| | S$ | S$ |
| Accumulated general fund | 34,737,312 | 31,285,239 |
| Operating expenditures | 50,130,760 | 43,037,264 |
| Reserve ratio | 0.69 | 0.72 |

## 32. Changes and adoption of financial reporting standards

For the current reporting year the ASC issued certain new or revised financial reporting standards. None had material impact on the reporting entity.

## 33. New or amended standards in issue but not yet effective

The ASC issued certain new or revised financial reporting standards for the future reporting years. The transfer to the applicable new or revised standards from the effective dates is not expected to result in material modification of the measurement methods or the presentation in the financial statements for the following reporting year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the entity's financial statements in the period of initial application. Those applicable to the reporting entity for future reporting years are listed below.

| FRS No. | Title | Effective date for periods beginning on or after |
|---|---|---|
| FRS 109 and 107 | Classification and Measurement of Financial Instruments – Amendments | 1 January 2026 |
| FRS 118 | Presentation and disclosures in financial statements | 1 January 2027 |
| FRS 119 | Subsidiaries without Public Accountability: Disclosures | 1 January 2027 |
| FRS 110 and FRS 28 | Sale or Contribution of Assets between and Investor and its Associate or Joint Venture | To be determined |

**34. Income and expenditure by services**

| 2025 Centre | Community Services | Restorative Care | Community Mental Health | Youth Services | Corporate Services | EIPIC Services | Allied Health | Eldercare Services | Sub-total | FAM @ FSC | FFLC | KidSTART | Community Mental Health | Youth Services | EIPIC Services | Eldercare Services | Sub-total | Total Funds | Elimination | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Unrestricted Funds | | | | | | | | | Restricted Funds | | | | | | | | | | |
| Income | | | | | | | | | | | | | | | | | | | | |
| Operation funding - MSF | - | - | - | - | - | - | - | - | - | 2,949,961 | 834,726 | - | - | 3,039,397 | 24,270 | 87,048 | 6,935,402 | 6,935,402 | | 6,935,402 |
| Operation funding - NCSS ComChest | - | - | - | - | - | - | - | - | - | - | 44,668 | - | - | 21,036 | - | - | 65,704 | 65,704 | | 65,704 |
| Community funding for S.E.T - SGE | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 3,428,188 | - | 3,428,188 | 3,428,188 | | 3,428,188 |
| Operation funding - NCSS | - | 18,028 | 138 | 1,514 | 2,000 | - | 102,600 | - | 124,280 | 14,490 | - | - | 5,505 | 4,817 | - | - | 24,812 | 149,092 | | 149,092 |
| Operation funding - Others | - | (14,623) | - | - | 953,460 | - | - | (36,210) | 902,627 | - | - | - | - | - | - | 9,281 | 9,281 | 911,908 | | 911,908 |
| Operation funding - MOH | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 20,177 | 20,177 | 20,177 | | 20,177 |
| Operation funding - TBSSF | - | - | - | - | - | - | - | - | - | 786,656 | 222,515 | - | - | - | - | (4,928) | 1,004,243 | 1,004,243 | | 1,004,243 |
| Operation funding - CST | - | - | - | - | - | - | - | 146,319 | 146,319 | - | - | - | - | - | - | 125,508 | 125,508 | 271,827 | | 271,827 |
| Operation funding - C3A | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 656,100 | 656,100 | 656,100 | | 656,100 |
| Operation funding - ECDA | - | - | - | - | - | - | - | - | - | - | - | 2,363,841 | - | - | 12,659,797 | - | 15,023,638 | 15,023,638 | | 15,023,638 |
| Operation Funding - MHA | - | 2,812,787 | - | - | - | - | - | - | 2,812,787 | - | - | - | - | - | - | - | - | 2,812,787 | | 2,812,787 |
| Operation funding - AIC | - | - | - | - | 3,000 | - | - | - | 3,000 | - | - | - | 3,725,791 | 483,214 | - | 8,643,205 | 12,852,210 | 12,855,210 | | 12,855,210 |
| Programmes, talks and training fees | 324,056 | 117,375 | 86,369 | 1,072,000 | 21,050 | 130,905 | 6,042,557 | 1,018,957 | 8,813,269 | - | 270 | - | - | - | 1,111,266 | 3,234,176 | 4,345,712 | 13,158,981 | (5,755,668) | 7,403,313 |
| Corporate service income | - | - | - | - | 5,219,650 | - | - | - | 5,219,650 | - | - | - | - | - | - | - | - | 5,219,650 | (5,219,650) | - |
| Amortisation of deferred capital grants | - | - | - | 23,233 | 71,338 | - | - | 871 | 95,442 | - | - | - | 2,229 | 45,529 | 14,783 | 187,407 | 249,948 | 345,390 | | 345,390 |
| Donations | 15,909 | 13,199 | 6,043 | 5,918 | 5,820 | 28,333 | - | 5,014 | 80,236 | 550 | - | - | - | - | - | 202,058 | 202,608 | 282,844 | | 282,844 |
| Government incentives | (1,036) | (6,174) | (1,095) | 26,711 | 25,979 | - | 12,920 | 13,387 | 70,692 | 3,639 | (1,491) | (3,113) | 712 | 41,289 | 229,687 | 160,522 | 431,245 | 501,937 | | 501,937 |
| Interest income | - | 14,642 | - | 29,993 | 152,629 | - | 27,736 | 13,868 | 238,868 | 60,532 | 774 | 32,250 | - | - | 179,978 | 132,303 | 405,837 | 644,705 | | 644,705 |
| Other income | 220 | 19,974 | 64 | 9,353 | 135,479 | 2,694 | 71,089 | 7,452 | 246,325 | 13,217 | 13,298 | 13,890 | 45,834 | 38,696 | 40,461 | (141,353) | 24,043 | 270,368 | | 270,368 |
| **Total Income** | **339,149** | **2,975,208** | **91,519** | **1,168,722** | **6,590,405** | **161,932** | **6,256,902** | **1,169,658** | **18,753,495** | **3,829,045** | **1,114,760** | **2,406,868** | **3,780,071** | **3,673,978** | **17,688,430** | **13,311,504** | **45,804,656** | **64,558,151** | **(10,975,318)** | **53,582,833** |
| Less: Expenditure | | | | | | | | | | | | | | | | | | | | |
| Staff Salaries | 73,439 | 1,155,613 | 4,818 | 596,596 | 3,517,289 | - | 2,956,500 | 505,037 | 8,809,292 | 1,832,890 | 499,265 | 1,341,693 | 2,060,301 | 1,885,043 | 6,870,445 | 4,815,411 | 19,305,048 | 28,114,340 | | 28,114,340 |
| Bonuses | 14,027 | 327,616 | (14,306) | 196,397 | 1,063,124 | - | 794,905 | 204,965 | 2,586,728 | 535,009 | 131,966 | 378,723 | 571,330 | 576,436 | 1,648,187 | 1,223,797 | 5,065,448 | 7,652,176 | | 7,652,176 |
| CPF Contributions | 14,058 | 246,735 | (851) | 128,704 | 642,723 | - | 637,134 | 101,493 | 1,769,996 | 347,187 | 95,843 | 284,481 | 430,816 | 415,283 | 1,182,396 | 749,248 | 3,505,254 | 5,275,250 | | 5,275,250 |
| Staff medical expenses | 302 | 6,752 | 239 | 2,672 | 17,442 | - | 15,408 | 1,682 | 44,497 | 9,284 | 1,378 | 7,058 | 11,463 | 9,136 | 60,122 | 36,731 | 135,172 | 179,669 | | 179,669 |
| Staff recruitment | - | - | - | - | 4,789 | - | 5,300 | - | 10,089 | - | 300 | 1,000 | 1,000 | 1,000 | 7,300 | 7,836 | 18,436 | 28,525 | | 28,525 |
| Staff retreat | 213 | 3,840 | 213 | 1,707 | 11,095 | - | 11,675 | 1,298 | 30,041 | 6,614 | 2,347 | 3,840 | 8,534 | 6,827 | 32,221 | 24,990 | 85,373 | 115,414 | | 115,414 |
| Staff insurance | 317 | 5,705 | 317 | 2,536 | 17,819 | - | 20,356 | 2,495 | 49,545 | 10,026 | 3,535 | 5,778 | 12,881 | 10,283 | 54,887 | 41,989 | 139,379 | 188,924 | | 188,924 |
| Staff Training Expenses | 150 | 37,838 | 85 | 31,076 | 69,555 | - | 228,589 | 12,623 | 379,916 | 35,442 | 28,252 | 19,026 | 114,308 | 86,128 | 219,246 | 97,419 | 599,821 | 979,737 | (3,600) | 976,137 |
| Staff welfare | 6 | 9,086 | 1,981 | 8,487 | 48,016 | - | 12,002 | 5,885 | 85,463 | 22,445 | 4,620 | 7,622 | 9,744 | 2,428 | 66,187 | 60,141 | 173,187 | 258,650 | (416) | 258,234 |
| **Total Manpower expenses** | **102,512** | **1,793,185** | **(7,504)** | **968,175** | **5,391,852** | **-** | **4,681,869** | **835,478** | **13,765,567** | **2,798,897** | **767,506** | **2,049,221** | **3,220,377** | **2,992,564** | **10,140,991** | **7,057,562** | **29,027,118** | **42,792,685** | **(4,016)** | **42,788,669** |
| Other operating expenses | | | | | | | | | | | | | | | | | | | | |
| Corporate services fee | 9,100 | 215,075 | 9,200 | 55,000 | - | - | 568,400 | 49,500 | 906,275 | 374,900 | 115,100 | 194,800 | 319,300 | 386,625 | 1,823,800 | 1,098,850 | 4,313,375 | 5,219,650 | (5,219,650) | - |
| Bank charges | 18 | 41,921 | 20 | 546 | 4,427 | 323 | 832 | 109 | 48,196 | 16 | 89 | - | - | 44 | 2,151 | 6,425 | 8,725 | 56,921 | | 56,921 |
| Depreciation - investment property | - | - | - | - | 83,777 | - | - | - | 83,777 | - | - | - | - | - | - | - | - | 83,777 | | 83,777 |
| Depreciation - plant and equipment and intangible assets | - | 2,173 | - | 27,363 | 71,387 | - | 16,137 | 784 | 117,844 | 3,272 | - | - | 56,644 | 63,396 | 26,312 | 299,418 | 449,042 | 566,886 | | 566,886 |
| Depreciation - rights-of-use assets | - | - | - | - | - | - | 79,268 | - | 79,268 | 25,818 | - | - | 13,737 | - | 101,545 | 196,567 | 337,667 | 416,935 | | 416,935 |
| Donation expenses | - | 680 | - | 4,900 | - | - | - | 1,335 | 6,915 | 315 | - | 33 | - | - | 8 | 50,164 | 50,520 | 57,435 | | 57,435 |
| Food and beverages | 156 | 483 | 23 | - | 652 | - | 137 | - | 1,451 | 292 | 169 | 124 | 544 | 711 | 7,544 | 2,422 | 11,806 | 13,257 | | 13,257 |
| General expenses | 66 | 958 | 45 | 271 | 5,214 | - | 2,153 | 425 | 9,132 | 1,343 | 722 | 843 | 1,550 | (1,083) | 6,459 | 4,933 | 14,767 | 23,899 | | 23,899 |
| Interest expense | - | - | - | - | - | - | 3,130 | - | 3,130 | 533 | - | - | 201 | - | 3,895 | 6,237 | 10,866 | 13,996 | | 13,996 |
| Insurance | - | 2,297 | - | - | 1,909 | - | 1,531 | 128 | 5,865 | 3,284 | 798 | 798 | 1,531 | 6,415 | 32,993 | 39,962 | 85,781 | 91,646 | | 91,646 |
| IT related expenses | 385 | 29,371 | 3,684 | 8,166 | 94,045 | - | 41,180 | 7,877 | 184,708 | 55,009 | 7,578 | 35,283 | 33,411 | 33,224 | 129,652 | 133,999 | 428,156 | 612,864 | | 612,864 |
| Repair and maintenance | - | (151) | - | 215 | 23,469 | - | 2,727 | 3,382 | 29,642 | 9,740 | 2,494 | 3,266 | 4,955 | 19,828 | 173,703 | 104,741 | 318,727 | 348,369 | | 348,369 |
| Marketing related expenses | 3,430 | - | - | - | - | - | - | 54 | 3,484 | 29,510 | - | - | - | - | - | 558 | 30,068 | 33,552 | | 33,552 |
| Membership expenses | - | 26 | 1 | 13 | 54 | - | 7,390 | - | 7,484 | 54 | - | - | 53 | 346 | 190 | 304 | 947 | 8,431 | | 8,431 |
| Office supplies | 1,747 | 362 | - | 489 | 17,375 | - | 1,308 | 4,214 | 25,495 | 4,192 | 18 | 496 | 4,775 | 7,267 | 35,545 | 74,671 | 126,964 | 152,459 | | 152,459 |
| Office cleaning fee | - | - | - | - | - | - | 2,925 | 15,598 | 18,523 | 14,958 | 3,463 | 3,463 | 12,000 | 14,958 | 184,826 | 57,424 | 291,092 | 309,615 | | 309,615 |
| Programme expenses | 54,234 | 112,923 | 2,000 | 30,438 | (24,207) | - | 23,583 | 39,628 | 238,599 | 29,109 | 19,726 | 22,295 | 22,337 | 12,837 | 42,303 | 1,580,153 | 1,728,760 | 1,967,359 | (71,197) | 1,896,162 |
| Other professional fee | 171 | 6,011 | 188 | 814 | 13,235 | 2 | 7,683 | 1,742 | 29,846 | 7,355 | 3,457 | 2,653 | 5,162 | 7,074 | 30,676 | 17,562 | 73,939 | 103,785 | | 103,785 |
| Overseas training expenses | - | 90 | 4 | 45 | 531 | - | - | - | 670 | 770 | 385 | - | 163 | 528 | - | 385 | 2,231 | 2,901 | | 2,901 |
| Postage and courier | 73 | 109 | - | - | 129 | - | 20 | 123 | 454 | 68 | 1,316 | 24 | 330 | - | 239 | 1,292 | 3,269 | 3,723 | | 3,723 |
| Printing and stationery | 326 | 1,913 | 11 | 89 | 2,455 | - | 2,196 | 1,210 | 8,200 | 1,822 | 1,112 | 990 | 1,174 | 2,504 | 42,342 | 18,965 | 68,909 | 77,109 | | 77,109 |
| Professional and consultancy fees | 67,145 | 13,550 | 53 | 4,171 | 77,676 | - | 405,932 | 12,433 | 580,960 | 31,976 | 941 | 3,080 | 7,235 | 2,243 | 5,710,922 | 282,800 | 6,039,197 | 6,620,157 | (5,680,455) | 939,702 |
| Gain/loss on disposal of assets | - | - | - | - | - | - | - | - | - | - | - | - | 1,792 | - | 2,650 | - | 4,442 | 4,442 | | 4,442 |
| Rental of equipment | - | 240 | - | - | - | - | - | - | 240 | 120 | - | - | - | 981 | (73) | 300 | 1,328 | 1,568 | | 1,568 |
| Rental of office | - | 3,844 | - | - | - | - | - | 57,637 | 61,481 | 917 | 5,176 | 12,508 | 10,800 | 20,816 | 35,966 | 107,481 | 193,664 | 255,145 | | 255,145 |
| Rental of copier | - | 2,808 | - | - | 1,560 | - | - | 786 | 5,154 | 5,230 | 828 | 828 | 1,560 | 8,605 | 15,799 | 28,843 | 61,693 | 66,847 | | 66,847 |
| Specific assistance to clients | - | 28,576 | - | - | - | - | - | - | 28,576 | 600 | - | - | - | - | 18,025 | 780 | 19,405 | 47,981 | | 47,981 |
| Resource materials | 71 | - | - | 2,438 | 480 | - | 4,479 | 790 | 8,258 | - | 6,317 | 93 | 463 | - | 28,103 | - | 34,976 | 43,234 | | 43,234 |
| Telecommunication expenses | 777 | 5,909 | 266 | 1,609 | 11,467 | - | 2,121 | 559 | 22,708 | 7,651 | 1,890 | 2,971 | 11,909 | 16,802 | 31,771 | 48,071 | 121,065 | 143,773 | | 143,773 |
| Transportation expenses | 458 | 38,470 | 428 | 18,089 | 21,835 | - | 1,424 | 5,416 | 86,120 | 9,335 | 1,120 | 13,814 | 32,973 | 100,863 | 11,041 | 63,304 | 232,450 | 318,570 | | 318,570 |
| Utilities | - | 2,869 | - | - | - | - | 512 | 3,420 | 6,801 | 7,695 | 3,054 | 3,054 | 3,694 | 16,529 | 87,861 | 134,633 | 256,520 | 263,321 | | 263,321 |
| Volunteers expenses | 30 | - | - | - | 5,505 | - | - | - | 5,535 | 81 | 60 | - | 25 | 190 | 38 | 9,809 | 10,203 | 15,738 | | 15,738 |
| GST expenses | 1,103 | 6,067 | 358 | 18,577 | 69,843 | - | 36,594 | 28,277 | 160,819 | 12,030 | 3,198 | 4,919 | 17,142 | 19,091 | 63,167 | 87,682 | 207,229 | 368,048 | | 368,048 |
| | **139,290** | **516,574** | **16,281** | **173,233** | **482,818** | **325** | **1,211,662** | **235,427** | **2,775,610** | **637,995** | **179,011** | **306,335** | **565,460** | **740,794** | **8,649,453** | **4,458,735** | **15,537,783** | **18,313,393** | **(10,971,302)** | **7,342,091** |
| **Surplus for the year** | **97,347** | **665,449** | **82,742** | **27,314** | **715,735** | **161,607** | **363,371** | **98,753** | **2,212,318** | **392,153** | **168,243** | **51,312** | **(5,766)** | **(59,380)** | **(1,102,014)** | **1,795,207** | **1,239,755** | **3,452,073** | **-** | **3,452,073** |

### 34. Income and expenditure by services

**Unrestricted Funds**

| 2024 Centre | Community Services | Restorative Care | Community Mental Health | Youth Services | Research Services | Corporate Services | EIPIC Services | Allied Health | Eldercare Services | Sub-total |
|---|---|---|---|---|---|---|---|---|---|---|
| Income | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Operation funding - MSF | - | - | - | - | - | - | - | - | - | - |
| Operation funding - NCSS | - | - | - | - | - | 20,329 | - | 43,200 | - | 63,529 |
| Operation funding - Others | - | 133,026 | - | - | 7,000 | 686,497 | - | - | 78,439 | 904,962 |
| Community funding for S.E.T - SGE | - | - | - | - | - | - | - | - | - | - |
| Operation funding - MOH | - | - | - | - | - | - | - | - | - | - |
| Operation funding - TBSSF | - | - | - | - | - | - | - | - | - | - |
| Operation funding - CST | - | - | - | - | - | - | - | - | - | - |
| Operation funding - C3A | - | - | - | - | - | - | - | - | - | - |
| Operation funding - ECDA | - | - | - | - | - | - | - | - | - | - |
| Operation Funding - MHA | - | 2,438,448 | - | - | - | - | - | - | - | 2,438,448 |
| Operation funding - AIC | - | 94 | 11 | 4 | - | 1,350 | - | 130 | - | 1,589 |
| Programmes, talks and training fees | 184,010 | 68,604 | 106,994 | 467,845 | 56,798 | 1,400 | - | 5,096,997 | 648,192 | 6,630,840 |
| Corporate service income | - | - | - | - | - | 3,324,800 | - | - | - | 3,324,800 |
| Amortisation of deferred capital grants | - | - | - | 33,300 | - | 52,966 | - | - | 97 | 86,363 |
| Donations | 470 | 3,536 | 7,307 | 1,751 | - | 7,555 | 906 | 10,000 | - | 31,525 |
| Government incentives | 1,065 | 57,570 | 6,004 | 9,725 | - | 229,895 | - | 131,062 | 2,151 | 437,472 |
| Interest income | - | 16,663 | - | 13,552 | - | 116,784 | - | - | - | 146,999 |
| Other income | 34 | 12,917 | 1,171 | 3,737 | 4,474 | 126,524 | 188 | 16,702 | 998 | 166,745 |
| **Total Income** | **185,579** | **2,730,858** | **121,487** | **529,914** | **68,272** | **4,568,100** | **1,094** | **5,298,091** | **729,877** | **14,233,272** |
| Less: Expenditure | | | | | | | | | | |
| Staff salaries and related costs | 26,514 | 1,456,821 | 80,128 | 151,064 | - | 2,693,895 | - | 2,958,793 | 53,588 | 7,420,803 |
| Employer's CPF contribution for staff | 4,377 | 239,863 | 10,032 | 22,697 | - | 385,319 | - | 492,605 | 8,634 | 1,163,527 |
| Staff medical expenses | 76 | 5,953 | 1,283 | 756 | 113 | 14,710 | - | 13,275 | 475 | 36,641 |
| Staff recruitment | - | - | - | 500 | - | 3,136 | - | 4,350 | - | 7,986 |
| Staff retreat | - | 4,612 | 362 | 161 | - | 5,922 | - | 3,892 | - | 14,949 |
| Staff insurance | - | 7,250 | 870 | 290 | - | 11,733 | - | 14,217 | - | 34,360 |
| Staff training and development | 1,146 | 38,165 | 11,255 | - | 7,264 | 72,367 | - | 116,860 | 498 | 247,555 |
| Staff welfare | 51 | 12,124 | 1,132 | 3,433 | 538 | 16,345 | - | 3,691 | 1,883 | 39,197 |
| **Total Manpower expenses** | **32,164** | **1,764,788** | **105,062** | **178,901** | **7,915** | **3,203,427** | **-** | **3,607,683** | **65,078** | **8,965,018** |
| Other operating expenses | | | | | | | | | | |
| Corporate services fee | 4,500 | 173,700 | 200 | 26,200 | - | (594,000) | - | 359,500 | - | (29,900) |
| Bank charges | 4 | 13,635 | 109 | 19 | - | 4,472 | - | 805 | - | 19,044 |
| Depreciation - investment property | - | - | - | - | - | 83,776 | - | - | - | 83,776 |
| Depreciation - plant and equipment and intangible assets | - | 3,130 | - | 36,937 | 838 | 73,416 | - | 6,258 | 74 | 120,653 |
| Depreciation - rights-of-use assets | - | - | - | - | - | - | - | 39,634 | - | 39,634 |
| Donation expenses | - | 1,478 | 130 | 3,747 | - | - | - | - | 200 | 5,555 |
| Food and beverages | 39 | 711 | - | - | - | 204 | - | 102 | - | 1,056 |
| General expenses | - | 755 | 139 | 47 | - | 3,137 | - | 1,831 | - | 5,909 |
| Interest expense | - | - | - | - | - | - | - | 2,149 | - | 2,149 |
| Insurance | - | 2,040 | 816 | 800 | - | 5,410 | - | 134 | - | 9,200 |
| IT related expenses | - | 18,157 | 1,976 | 10,417 | 2,617 | 132,173 | - | 26,664 | 121 | 192,125 |
| Repair and maintenance | - | 4,181 | 621 | 40 | - | 71,597 | - | 13,764 | 155 | 90,358 |
| Marketing related expenses | - | - | - | - | - | - | - | - | - | - |
| Membership expenses | - | - | - | 300 | - | - | - | 5,006 | - | 5,306 |
| Office supplies | - | 4,423 | 740 | 889 | - | 3,300 | - | 12,969 | - | 22,321 |
| Office cleaning fee | - | - | - | - | - | - | - | 1,031 | - | 1,031 |
| Programme expenses | 51,944 | 368,752 | 33,379 | 7,529 | - | 3,243 | - | 15,254 | 56,610 | 536,711 |
| Other professional fee | 67 | 6,260 | (79) | 395 | 295 | 13,368 | - | 6,051 | 95 | 26,452 |
| Overseas training expenses | - | - | - | - | - | 385 | - | - | - | 385 |
| Postage and courier | 262 | 122 | - | - | - | 150 | - | - | 60 | 594 |
| Printing and stationery | - | 1,928 | - | - | 5 | 1,719 | - | 996 | 37 | 4,685 |
| Professional and consultancy fees | 42,623 | 26,737 | 1,893 | - | - | 48,105 | - | 488,911 | - | 608,269 |
| Gain/loss on disposal of assets | - | - | - | - | 4,010 | 448 | - | - | - | 4,458 |
| Rental of equipment | - | 240 | - | - | - | 16,563 | - | - | - | 16,803 |
| Rental of office | - | 8,302 | - | - | - | - | - | (10,090) | 745 | (1,043) |
| Rental of copier | - | 4,666 | - | - | 490 | 2,009 | - | - | 203 | 7,368 |
| Research-related expenses | 7,200 | 6 | 1 | - | - | 10 | - | 8 | - | 7,225 |
| Specific assistance to clients | - | 36,224 | - | - | - | - | - | 432 | - | 36,656 |
| Resource materials | - | - | - | - | - | - | - | 10,503 | - | 10,503 |
| Telecommunication expenses | 582 | 6,786 | 290 | - | 169 | 2,974 | - | 707 | 4 | 11,512 |
| Transportation expenses | 98 | 23,999 | 181 | 8,558 | 67 | 11,162 | - | 1,644 | 420 | 46,129 |
| Utilities | - | 4,687 | - | - | - | - | - | 69 | 350 | 5,106 |
| Volunteers expenses | - | - | - | - | - | (7,339) | - | - | - | (7,339) |
| GST expenses | 366 | 5,461 | 2,622 | 3,660 | 656 | 58,763 | - | 37,777 | 1,362 | 110,667 |
| **Total other operating expenses** | **107,685** | **716,380** | **43,018** | **99,538** | **9,147 -** | **64,955** | **-** | **1,022,109** | **60,436** | **1,993,358** |
| **Surplus for the year** | **45,730** | **249,690** | **(26,593)** | **251,475** | **51,210** | **1,429,628** | **1,094** | **668,299** | **604,363** | **3,274,896** |

**Restricted Funds**

| 2024 Centre | FAM @ FSC | FFLC | KidSTART | Community Mental Health | Youth Services | EIPIC Services | Eldercare Services | Sub-total | Total Funds | Elimination | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Income | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Operation funding - MSF | 2,710,066 | 767,703 | - | - | 2,996,463 | 145,803 | 85,415 | 6,705,450 | 6,705,450 | - | 6,705,450 |
| Operation funding - NCSS | - | 40,944 | - | - | 52,263 | - | - | 93,207 | 156,736 | - | 156,736 |
| Operation funding - Others | - | - | - | 3,500 | - | - | 31,993 | 35,493 | 940,455 | - | 940,455 |
| Community funding for S.E.T - SGE | - | - | - | - | - | 3,220,380 | - | 3,220,380 | 3,220,380 | - | 3,220,380 |
| Operation funding - MOH | - | - | - | - | - | - | 125,334 | 125,334 | 125,334 | - | 125,334 |
| Operation funding - TBSSF | 722,684 | 204,721 | - | - | - | - | 19,711 | 947,116 | 947,116 | - | 947,116 |
| Operation funding - CST | - | - | - | - | - | - | 501,609 | 501,609 | 501,609 | - | 501,609 |
| Operation funding - C3A | - | - | - | - | - | - | 619,097 | 619,097 | 619,097 | - | 619,097 |
| Operation funding - ECDA | - | - | 1,728,951 | - | - | 11,953,014 | - | 13,681,965 | 13,681,965 | - | 13,681,965 |
| Operation Funding - MHA | - | - | - | - | - | - | - | - | 2,438,448 | - | 2,438,448 |
| Operation funding - AIC | 100 | 33 | 52 | 3,463,342 | 445,615 | 538 | 5,983,914 | 9,893,594 | 9,895,183 | - | 9,895,183 |
| Programmes, talks and training fees | 3,345 | 4,951 | 3,524 | - | (10,586) | 1,123,517 | 2,541,229 | 3,665,980 | 10,296,820 | (4,912,571) | 5,384,249 |
| Corporate service income | - | - | - | - | - | - | - | - | 3,324,800 | (3,324,800) | - |
| Amortisation of deferred capital grants | - | - | - | 13,671 | 101,861 | 17,459 | 289,409 | 422,400 | 508,763 | - | 508,763 |
| Donations | 405 | - | - | - | - | 3,010 | 120,117 | 123,532 | 155,057 | - | 155,057 |
| Government incentives | 71,900 | 20,882 | 57,674 | 98,113 | 75,666 | 439,220 | 271,291 | 1,034,746 | 1,472,218 | - | 1,472,218 |
| Interest income | 101,274 | 16,663 | 27,104 | - | - | 165,171 | 115,286 | 425,498 | 572,497 | - | 572,497 |
| Other income | 28,147 | 10,964 | 11,469 | 64,670 | 4,889 | 42,770 | 244,451 | 407,360 | 574,105 | - | 574,105 |
| **Total Income** | **3,637,921** | **1,066,861** | **1,828,774** | **3,643,296** | **3,666,171** | **17,110,882** | **10,948,856** | **41,902,761** | **56,136,033** | **(8,237,371)** | **47,898,662** |
| Less: Expenditure | | | | | | | | | | | |
| Staff salaries and related costs | 2,200,621 | 582,970 | 966,300 | 2,341,583 | 2,383,727 | 8,407,893 | 5,793,888 | 22,676,982 | 30,097,785 | - | 30,097,785 |
| Employer's CPF contribution for staff | 320,885 | 90,007 | 159,795 | 382,740 | 404,084 | 1,167,305 | 762,273 | 3,287,089 | 4,450,616 | - | 4,450,616 |
| Staff medical expenses | 8,533 | 1,478 | 3,152 | 11,920 | 11,055 | 50,274 | 35,775 | 122,187 | 158,828 | - | 158,828 |
| Staff recruitment | 1,300 | - | 600 | 600 | 800 | 4,100 | 4,908 | 12,308 | 20,294 | - | 20,294 |
| Staff retreat | 4,992 | 1,285 | 1,908 | 5,152 | 5,866 | 21,218 | 17,139 | 57,560 | 72,509 | - | 72,509 |
| Staff insurance | 7,830 | 2,610 | 4,060 | 10,172 | 11,670 | 42,139 | 33,425 | 111,906 | 146,266 | - | 146,266 |
| Staff training and development | 88,342 | 21,404 | 19,044 | 102,464 | 26,860 | 209,538 | 115,133 | 582,785 | 830,340 | (8,400) | 821,940 |
| Staff welfare | 19,497 | 2,552 | 4,543 | 11,425 | 21,011 | 62,042 | 55,277 | 176,347 | 215,544 | - | 215,544 |
| **Total Manpower expenses** | **2,652,000** | **702,306** | **1,159,402** | **2,866,056** | **2,865,073** | **9,964,509** | **6,817,818** | **27,027,164** | **35,992,182** | **(8,400)** | **35,983,782** |
| Other operating expenses | | | | | | | | | | | |
| Corporate services fee | 303,700 | 90,100 | 130,700 | 264,100 | 280,700 | 1,483,900 | 801,500 | 3,354,700 | 3,324,800 | (3,324,800) | - |
| Bank charges | 56 | 110 | - | - | 65 | 3,499 | 6,219 | 9,949 | 28,993 | - | 28,993 |
| Depreciation - investment property | - | - | - | - | - | - | - | - | 83,776 | - | 83,776 |
| Depreciation - plant and equipment and intangible assets | 3,072 | - | - | 28,173 | 85,868 | 30,695 | 177,739 | 325,547 | 446,200 | - | 446,200 |
| Depreciation - rights-of-use assets | 26,709 | - | - | 13,736 | - | 61,907 | 199,078 | 301,430 | 341,064 | - | 341,064 |
| Donation expenses | - | - | - | - | - | (355) | 98,057 | 97,702 | 103,257 | - | 103,257 |
| Food and beverages | 712 | 313 | 105 | 250 | 540 | 6,727 | 1,308 | 9,955 | 11,011 | - | 11,011 |
| General expenses | 1,412 | 471 | 654 | 1,654 | 1,835 | 7,009 | 5,309 | 18,344 | 24,253 | - | 24,253 |
| Interest expense | 696 | - | - | 487 | - | 2,137 | 7,488 | 10,808 | 12,957 | - | 12,957 |
| Insurance | 3,478 | 681 | 681 | 2,448 | 5,038 | 28,726 | 31,621 | 72,673 | 81,873 | - | 81,873 |
| IT related expenses | 53,181 | 5,601 | 35,214 | 26,218 | 33,183 | 105,174 | 104,609 | 363,180 | 555,305 | - | 555,305 |
| Repair and maintenance | 15,594 | 3,853 | 4,595 | 15,489 | 47,366 | 210,772 | 121,341 | 419,010 | 509,368 | - | 509,368 |
| Marketing related expenses | 52,429 | - | - | - | - | - | 1,826 | 54,255 | 54,255 | - | 54,255 |
| Membership expenses | - | - | - | - | - | 191 | 415 | 606 | 5,912 | - | 5,912 |
| Office supplies | 3,051 | 935 | 424 | 10,638 | 14,795 | 75,289 | 89,242 | 194,374 | 216,695 | - | 216,695 |
| Office cleaning fee | 11,894 | 3,541 | 3,541 | 3,500 | 13,057 | 172,048 | 36,372 | 243,953 | 244,984 | - | 244,984 |
| Programme expenses | 32,522 | 21,487 | 2,847 | 66,862 | 26,217 | 96,554 | 1,024,862 | 1,271,351 | 1,808,062 | (61,246) | 1,746,816 |
| Other professional fee | 7,473 | 3,589 | 2,180 | 5,909 | 11,146 | 31,032 | 17,879 | 79,208 | 105,660 | - | 105,660 |
| Overseas training expenses | 385 | 385 | - | - | - | - | 725 | 1,495 | 1,880 | - | 1,880 |
| Postage and courier | 145 | 408 | 145 | 179 | 19 | 427 | 793 | 2,116 | 2,710 | - | 2,710 |
| Printing and stationery | 981 | 1,066 | 971 | 17,096 | 3,809 | 48,105 | 22,364 | 94,392 | 99,077 | - | 99,077 |
| Professional and consultancy fees | 38,284 | 409 | 11,659 | 2,638 | 3,064 | 4,861,424 | 207,019 | 5,124,497 | 5,732,766 | (4,842,925) | 889,841 |
| Gain/loss on disposal of assets | - | - | - | 1,077 | 34,722 | - | - | 35,799 | 40,257 | - | 40,257 |
| Rental of equipment | 120 | - | - | - | 745 | 245 | 258 | 1,368 | 18,171 | - | 18,171 |
| Rental of office | - | 5,140 | 5,140 | 24,171 | 14,130 | 90,972 | 29,391 | 168,944 | 167,901 | - | 167,901 |
| Rental of copier | 6,313 | 828 | 828 | 3,683 | 7,825 | 16,323 | 30,101 | 65,901 | 73,269 | - | 73,269 |
| Research-related expenses | 7 | 2 | 3 | 8 | 809 | 35 | 27 | 891 | 8,116 | - | 8,116 |
| Specific assistance to clients | 617 | - | 426 | - | - | 9,678 | - | 10,721 | 47,377 | - | 47,377 |
| Resource materials | - | 6,722 | - | 527 | 99 | 40,546 | - | 47,894 | 58,397 | - | 58,397 |
| Telecommunication expenses | 6,631 | 3,455 | 1,433 | 11,418 | 17,506 | 40,821 | 44,073 | 125,337 | 136,849 | - | 136,849 |
| Transportation expenses | 8,970 | 1,316 | 6,143 | 25,193 | 93,440 | 14,784 | 61,882 | 211,728 | 257,857 | - | 257,857 |
| Utilities | 9,068 | 2,604 | 2,604 | 12,490 | 21,998 | 125,169 | 161,848 | 335,781 | 340,887 | - | 340,887 |
| Volunteers expenses | 1,061 | - | 29 | 271 | - | 245 | 3,114 | 4,720 | (2,619) | - | (2,619) |
| GST expenses | 11,350 | 3,786 | 2,813 | 30,119 | 14,237 | 74,197 | 93,964 | 230,466 | 341,133 | - | 341,133 |
| **Total other operating expenses** | **599,911** | **156,802** | **213,135** | **568,334** | **732,213** | **7,638,276** | **3,380,424** | **13,289,095** | **15,282,453** | **(8,228,971)** | **7,053,482** |
| **Surplus for the year** | **386,010** | **207,753** | **456,237** | **208,906** | **68,885** | **(491,903)** | **750,614** | **1,586,502** | **4,861,398** | **-** | **4,861,398** |

## 35. Income and expenditure - Eldercare services

| | Restricted funds | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Senior Group Home | | Care @ Community | Active Aging Centre | | | | | | | | | | | | Community Befriending Programme | Elder Education | Health Care Support | |
| 2025<br>Centre | Hougang/ Serangoon | Choa Chu Kang/ Bukit Panjang | Elderly Programme | AAC Buangkok Green | AAC HG Dewcourt | AAC Hougang | AAC Serangoon | AAC Teck Whye | AAC Senja | AAC Limbang | AAC Limbang Green | AAC Sunshine Court | AAC Brickland | AAC Fajar | AAC Bukit Batok East | Eldercare Volunteer Management | Elder Education | Home Care Services | Total |
| Income | | | | | | | | | | | | | | | | | | | |
| Operation funding - MSF | 43,524 | 43,524 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 87,048 |
| Operation funding - NCSS | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Operation funding - MOH | - | - | - | - | - | - | - | - | - | - | - | - | - | 7,176 | 13,001 | - | - | - | 20,177 |
| Operation funding - TBSSF | (2,464) | (2,464) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | (4,928) |
| Operation funding - CST | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 125,508 | 125,508 |
| Operation funding - C3A | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 656,100 | - | 656,100 |
| Operation funding - AIC | - | - | 1,386,195 | 636,958 | 620,658 | 802,714 | 555,278 | 614,839 | 630,209 | 709,323 | 627,713 | 629,038 | 579,827 | 568,236 | 223,131 | - | - | 59,086 | 8,643,205 |
| Operation funding - Others | - | - | (215) | - | 41,271 | - | (31,775) | - | - | - | - | - | - | - | - | - | - | - | 9,281 |
| Programmes, talks and training fees | 7,760 | 6,788 | 8,535 | 10,516 | 1,680 | 10,234 | 109 | 22,913 | 10,256 | 7,627 | 12,859 | - | 5,129 | 3,169 | - | 534,420 | 1,799,969 | 792,212 | 3,234,176 |
| Amortisation of deferred capital grants | - | - | - | 32,605 | - | - | 956 | 31,429 | - | - | - | 12,997 | 6,740 | (118) | - | - | 56,131 | 46,667 | 187,407 |
| Donations | - | - | 3,156 | 5,912 | 12,220 | 11,073 | - | 11,116 | 23,190 | 5,300 | 840 | 3,593 | 3,807 | - | - | - | - | 121,851 | 202,058 |
| Government incentives | 2,502 | - | (15,937) | 9,697 | 18,496 | 12,872 | 2,096 | 17,738 | 14,490 | 12,788 | 9,420 | 20,528 | 7,047 | 3,981 | 243 | - | 38,809 | 5,752 | 160,522 |
| Interest Income | - | - | 29,529 | - | 14,815 | - | - | 16,125 | - | - | - | - | - | - | - | - | 71,834 | - | 132,303 |
| Other income | - | 327 | 1,540 | (21,994) | (20,565) | (29,108) | (2,734) | (11,025) | (31,004) | (5,773) | (22,407) | (18,463) | 55 | 262 | 184 | 216 | 14,135 | 5,001 | (141,353) |
| **Total Income** | **51,322** | **48,175** | **1,412,803** | **673,694** | **688,575** | **807,785** | **523,930** | **703,135** | **647,141** | **729,265** | **628,425** | **647,693** | **602,605** | **582,706** | **236,559** | **534,636** | **2,636,978** | **1,156,077** | **13,311,504** |
| Less: Expenditure | | | | | | | | | | | | | | | | | | | |
| Staff Salaries | 25,172 | 35,866 | 563,960 | 203,703 | 274,807 | 405,094 | 253,230 | 332,100 | 261,714 | 359,311 | 216,540 | 195,298 | 169,701 | 148,227 | 40,385 | - | 791,113 | 539,190 | 4,815,411 |
| Bonuses | 2,272 | 9,595 | 144,930 | 40,636 | 78,568 | 91,960 | 85,850 | 86,806 | 54,221 | 89,048 | 42,209 | 47,822 | 37,717 | 48,203 | 14,735 | - | 209,045 | 140,180 | 1,223,797 |
| CPF Contributions | 4,811 | (2,387) | 111,220 | 31,582 | 43,260 | 50,890 | 54,227 | 45,566 | 26,316 | 56,773 | 31,857 | 21,900 | 25,470 | 28,977 | 6,298 | - | 140,767 | 71,721 | 749,248 |
| Staff medical expenses | 244 | 543 | 3,448 | 2,082 | 2,884 | 3,408 | 2,244 | 3,377 | 1,795 | 2,151 | 1,827 | 1,589 | 1,226 | 951 | 96 | - | 5,387 | 3,479 | 36,731 |
| Staff recruitment | - | - | 500 | - | 800 | 1,000 | - | 1,300 | 630 | 1,048 | 150 | 500 | 554 | 800 | 54 | - | 500 | - | 7,836 |
| Staff retreat | 207 | 207 | 2,560 | 1,280 | 1,707 | 1,920 | 1,494 | 1,707 | 1,280 | 1,707 | 1,280 | 1,280 | 1,280 | 853 | - | - | 4,054 | 2,174 | 24,990 |
| Staff insurance | 243 | 243 | 3,803 | 2,513 | 2,739 | 3,260 | 2,218 | 3,554 | 2,207 | 2,992 | 2,309 | 2,309 | 1,901 | 1,268 | - | - | 6,429 | 4,001 | 41,989 |
| Staff Training Expenses | 30 | 30 | 6,771 | 1,845 | 3,535 | 2,083 | 32,042 | 2,848 | 6,885 | 4,485 | 1,427 | 2,597 | 1,499 | (278) | 291 | - | 22,102 | 9,227 | 97,419 |
| Staff welfare | 62 | 127 | 10,526 | 3,012 | 3,230 | 4,450 | 3,325 | 3,299 | 4,390 | 2,202 | 1,459 | 2,768 | 2,482 | 1,727 | 437 | - | 12,030 | 4,615 | 60,141 |
| **Total Manpower expenses** | **33,041** | **44,224** | **847,718** | **286,653** | **411,530** | **564,065** | **434,630** | **480,557** | **359,438** | **519,717** | **299,058** | **276,063** | **241,830** | **230,728** | **62,296** | **-** | **1,191,427** | **774,587** | **7,057,562** |
| Other operating expenses | | | | | | | | | | | | | | | | | | | |
| Corporate services fee | 4,050 | 3,975 | 142,700 | 51,800 | 55,000 | 62,900 | 53,200 | 61,900 | 62,000 | 56,400 | 55,700 | 51,175 | 36,250 | 11,100 | - | - | 258,500 | 132,200 | 1,098,850 |
| Bad debt | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Bank charges | - | - | 22 | 599 | 205 | 456 | - | 34 | - | 95 | 92 | 256 | - | - | - | - | 3,532 | 1,134 | 6,425 |
| Depreciation of property, plant and equipment | - | - | 1,033 | 689 | 1,316 | 23,562 | 1,079 | 33,953 | 810 | 700 | 2,592 | 17,677 | 4,384 | 9,611 | 490 | - | 151,523 | 49,999 | 299,418 |
| Depreciation - rights-of-use assets | - | - | 9,256 | 27,697 | 26,800 | 26,415 | 7,262 | - | 22,755 | 6,006 | 25,949 | 21,601 | - | - | - | - | 22,826 | - | 196,567 |
| Donation expenses | 232 | 360 | 1,981 | 5,075 | 8,066 | 6,974 | - | 15,370 | 4,337 | 1,807 | - | 558 | 5,068 | 336 | - | - | - | - | 50,164 |
| Food and beverages | - | - | - | 190 | - | 936 | - | 3 | 103 | 113 | 132 | - | 32 | - | 153 | - | 760 | - | 2,422 |
| General expenses | 33 | 33 | 512 | 242 | 343 | 359 | 285 | 332 | 284 | 334 | 242 | 253 | 254 | 152 | - | - | 859 | 416 | 4,933 |
| Interest Expenses | - | - | 289 | 633 | 568 | 737 | 93 | - | 482 | 290 | 853 | 349 | - | - | - | - | 1,943 | - | 6,237 |
| Insurance | 743 | 1,126 | 1,276 | 1,312 | 1,312 | 2,077 | 2,077 | 4,762 | 3,609 | 2,077 | 2,077 | 2,077 | 2,077 | 2,077 | 152 | - | 10,226 | 905 | 39,962 |
| IT related expenses | 629 | 613 | 10,592 | 6,025 | 7,012 | 8,315 | 7,164 | 6,771 | 8,444 | 6,949 | 6,364 | 6,462 | 5,209 | 6,291 | 958 | - | 35,628 | 10,573 | 133,999 |
| Repair and maintenance | 1,530 | 898 | 6,036 | 2,778 | 14,516 | 12,610 | 9,501 | 9,256 | 9,136 | 3,730 | 3,863 | 7,788 | 7,019 | 3,630 | 150 | - | 8,741 | 3,559 | 104,741 |
| Marketing related expenses | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 558 | - | 558 |
| Membership expenses | - | - | - | - | - | - | - | - | 160 | - | - | - | - | - | - | - | 54 | 90 | 304 |
| Office supplies | 42 | 348 | 902 | 2,069 | 5,364 | 8,237 | 1,692 | 2,822 | 7,616 | 5,509 | 3,555 | 3,129 | 419 | 12,581 | 12,762 | - | 4,982 | 2,642 | 74,671 |
| Office cleaning fee | 4,560 | 5,040 | 480 | 1,760 | 2,520 | 3,914 | 1,500 | 4,380 | 2,190 | 1,200 | 3,120 | 2,190 | 1,860 | 2,370 | - | - | 20,340 | - | 57,424 |
| Programme expenses | 2,528 | 198 | 6,780 | 56,010 | 62,610 | 55,311 | 89,628 | 76,349 | 57,443 | 41,500 | 90,715 | 42,205 | 9,280 | 28,042 | 276 | - | 947,249 | 14,029 | 1,580,153 |
| Other professional fee | 80 | 69 | 2,011 | 748 | 709 | 936 | 771 | 881 | 830 | 761 | 776 | 794 | 592 | 206 | - | - | 3,484 | 3,914 | 17,562 |
| Overseas training expenses | - | - | - | - | - | - | - | - | - | 385 | - | - | - | - | - | - | - | - | 385 |
| Postage and courier | - | - | 270 | - | - | - | - | - | - | 31 | 117 | - | 1 | 109 | 390 | - | - | 374 | 1,292 |
| Printing and stationery | 55 | 41 | 1,009 | 357 | 461 | 887 | 592 | 1,192 | 1,338 | 1,184 | 850 | 690 | 447 | 397 | 433 | - | 8,136 | 896 | 18,965 |
| Professional and consultancy fees | 15 | 15 | 29,750 | 227 | 274 | 186 | (54,235) | 124 | 95 | 125 | 6,891 | 88 | 86 | 62 | 3 | - | 22,969 | 276,125 | 282,800 |
| Rental of equipment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 300 | - | 300 |
| Rental of office | 2,673 | 1,628 | 4,352 | (14,204) | 5,290 | (2,486) | 1,434 | 4,997 | 3,051 | 1,220 | 5,122 | 4,264 | 23,241 | 35,263 | - | - | 16,382 | 15,254 | 107,481 |
| Rental of copier | 83 | 128 | 2,070 | 427 | 1,296 | 1,745 | 1,626 | 2,608 | 1,296 | 1,560 | 1,656 | 1,459 | 1,656 | 1,300 | 298 | - | 8,628 | 1,007 | 28,843 |
| Specific Assistance to Clients | - | - | - | - | - | - | - | 654 | - | - | - | - | - | - | - | - | - | 126 | 780 |
| Telecommunication expenses | 4 | 4 | 5,378 | 1,539 | 2,106 | 1,330 | 1,776 | 2,526 | 2,808 | 1,017 | 2,432 | 1,361 | 2,594 | 582 | 733 | - | 11,372 | 10,509 | 48,071 |
| Transportation expenses | 5 | 356 | 17,229 | 1,752 | 1,164 | 3,240 | 2,860 | 7,319 | 4,905 | 4,211 | 1,457 | 988 | 652 | 1,589 | 226 | - | 6,806 | 8,545 | 63,304 |
| Utilities | 4,171 | 3,464 | 7,006 | 2,730 | 15,133 | 10,716 | 7,194 | 6,803 | 10,639 | 7,721 | 8,419 | 8,163 | 8,822 | 6,348 | 1,183 | - | 20,378 | 5,743 | 134,633 |
| Volunteer expenses | - | - | - | 363 | 1,142 | 1,178 | 318 | 1,683 | 416 | 798 | 585 | 1,527 | 1,179 | 620 | - | - | - | - | 9,809 |
| GST expenses | 397 | 411 | 2,564 | 1,893 | 5,599 | 4,700 | 4,583 | 5,687 | 7,614 | 4,712 | 4,215 | 3,288 | 2,154 | 4,146 | 352 | - | 15,404 | 19,963 | 87,682 |
| | **21,830** | **18,707** | **253,498** | **152,711** | **218,806** | **235,235** | **140,400** | **250,406** | **212,361** | **150,435** | **227,774** | **178,342** | **113,276** | **126,812** | **18,559** | **-** | **1,581,580** | **558,003** | **4,458,735** |
| **Surplus/ (Deficit) For the Year** | **(3,549)** | **(14,756)** | **311,587** | **234,330** | **58,239** | **8,485** | **(51,100)** | **(27,828)** | **75,342** | **59,113** | **101,593** | **193,288** | **247,499** | **225,166** | **155,704** | **534,636** | **(136,029)** | **(176,513)** | **1,795,207** |

**35. Income and expenditure - Eldercare services**

| | Restricted funds | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Senior Cluster Network Hougang/Serangoon | | Senior Cluster Network Choa Chu Kang/Bukit Panjang | | Care @ Community | Active Aging Centre | | | | | | | | | | | | Community Befriending Programme | Elder Education | Health Care Support | |
| **2024 Centre** | **Cluster Support** | **Senior Group Home** | **Cluster Support** | **Senior Group Home** | **Elderly Programme** | **AAC Buangkok Green** | **AAC HG Dewcourt** | **AAC Hougang** | **AAC Serangoon** | **AAC Teck Whye** | **AAC Teck Whye Crescent** | **AAC Senja** | **AAC Limbang** | **AAC Limbang Green** | **AAC Sunshine Court** | **AAC Brickland** | **AAC Fajar** | **Eldercare Volunteer Management** | **Elder Education** | **Home Care Services** | **Total** |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Income | | | | | | | | | | | | | | | | | | | | | |
| Operation funding - MSF | - | 42,707 | - | 42,708 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 85,415 |
| Operation funding - MOH | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 18,401 | 106,933 | - | - | - | 125,334 |
| Operation funding - TBSSF | - | 9,855 | - | 9,856 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 19,711 |
| Operation funding - CST | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 501,609 | 501,609 |
| Operation funding - C3A | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2 | 619,095 | - | 619,097 |
| Operation funding - AIC | - | 2 | - | 4 | 1,261,381 | 401,933 | 441,456 | 534,657 | 441,459 | 470,571 | 149 | 502,784 | 518,014 | 449,773 | 462,253 | 348,033 | 29,959 | 153 | 82 | 121,855 | 5,983,914 |
| Operation funding - Others | - | | - | - | 215 | - | - | 2 | 31,775 | - | - | - | - | - | - | 1 | - | - | - | - | 31,993 |
| Programmes, talks and training fees | - | 13,140 | - | 13,017 | 34,492 | 2,820 | 557 | 16,331 | - | 2,944 | - | 5,081 | - | 8,878 | 585 | 922 | 662 | - | 1,560,825 | 880,975 | 2,541,229 |
| Amortisation of deferred capital grants | - | - | - | - | 259 | 32,642 | - | - | 1,210 | 31,429 | 491 | - | 72 | 8,691 | 15,643 | 5,418 | 117 | - | 107,881 | 85,556 | 289,409 |
| Donations | - | 680 | - | 610 | 2,835 | 9,356 | 150 | 10,420 | - | 28,506 | 4,000 | 20,973 | 5,266 | 15,315 | 1,115 | 6,760 | 1,000 | - | - | 13,131 | 120,117 |
| Government incentives | - | 4,278 | - | - | 26,986 | 11,010 | 10,499 | 18,814 | 13,343 | 10,036 | - | 12,150 | 14,228 | 22,441 | 13,568 | 8,793 | 1,711 | 11,117 | 69,824 | 22,493 | 271,291 |
| Interest Income | - | - | - | - | 34,163 | - | 17,123 | - | - | 13,552 | - | - | - | - | - | - | - | - | 50,448 | - | 115,286 |
| Other income | - | 925 | - | - | 8,886 | 24,074 | 40,507 | 31,419 | 8,857 | 6,333 | 8,179 | 34,771 | 10,299 | 23,796 | 19,947 | 2,119 | 130 | 5,039 | 17,023 | 2,147 | 244,451 |
| **Total Income** | **-** | **71,587** | **-** | **66,195** | **1,369,217** | **481,835** | **510,292** | **611,643** | **496,644** | **563,371** | **12,521** | **575,759** | **547,879** | **528,894** | **513,111** | **390,447** | **140,512** | **16,005** | **2,425,178** | **1,627,766** | **10,948,856** |
| Less: Expenditure | | | | | | | | | | | | | | | | | | | | | |
| Staff salaries and related costs | (6,560) | 39,620 | (5,755) | 46,603 | 1,084,944 | 202,333 | 294,602 | 344,017 | 300,820 | 278,410 | 46,857 | 319,152 | 279,655 | 234,224 | 195,254 | 162,513 | 73,704 | (35,492) | 1,113,535 | 825,452 | 5,793,888 |
| Employer's CPF contribution for staff | (920) | 6,977 | (818) | 92 | 153,952 | 27,035 | 40,772 | 35,863 | 47,174 | 37,960 | 95 | 41,152 | 33,558 | 29,305 | 19,497 | 25,725 | 11,024 | (2,028) | 153,480 | 102,378 | 762,273 |
| Staff medical expenses | - | 441 | - | 966 | 5,187 | 1,174 | 1,603 | 2,458 | 2,823 | 1,603 | 948 | 2,724 | 940 | 1,437 | 1,420 | 989 | 376 | - | 7,010 | 3,676 | 35,775 |
| Staff recruitment | - | - | - | - | - | 300 | 954 | 300 | - | - | - | 300 | 600 | 600 | 600 | - | 354 | - | 900 | - | 4,908 |
| Staff retreat | - | 136 | - | 136 | 2,997 | 656 | 917 | 667 | 953 | 658 | 111 | 1,278 | 656 | 681 | 656 | 631 | - | - | 3,577 | 2,429 | 17,139 |
| Staff insurance | - | 290 | - | 289 | 4,518 | 1,516 | 1,740 | 1,740 | 2,030 | 1,450 | 290 | 2,320 | 1,450 | 1,450 | 1,450 | 1,450 | - | - | 6,380 | 5,062 | 33,425 |
| Staff training and development | (768) | 1,388 | - | 1,297 | 24,965 | 5,836 | 12,918 | 3,758 | 8,436 | 2,574 | 767 | 7,495 | 5,550 | 4,625 | 2,371 | 3,217 | 1,668 | - | 16,084 | 12,952 | 115,133 |
| Staff welfare | - | - | - | 1,202 | 10,659 | 1,332 | 3,231 | 4,237 | 2,605 | 2,717 | 6 | 3,965 | 1,393 | 2,297 | 1,716 | 2,451 | 182 | - | 7,682 | 9,602 | 55,277 |
| **Total Manpower expenses** | **(8,248)** | **48,852** | **(6,573)** | **50,585** | **1,287,222** | **240,182** | **356,737** | **393,040** | **364,841** | **325,372** | **49,074** | **378,386** | **323,802** | **274,619** | **222,964** | **196,976** | **87,308** | **(37,520)** | **1,308,648** | **961,551** | **6,817,818** |
| Other operating expenses | | | | | | | | | | | | | | | | | | | | | |
| Corporate services fee | - | 4,100 | - | 4,100 | 170,000 | 30,200 | 28,100 | 30,300 | 25,900 | 37,400 | 700 | 34,200 | 27,600 | 34,000 | 17,100 | 13,300 | - | - | 259,300 | 85,200 | 801,500 |
| Bank charges | - | 3 | - | 3 | 47 | 664 | 456 | 458 | - | 161 | - | 476 | 3 | 484 | 456 | - | - | - | 2,948 | 60 | 6,219 |
| Depreciation of property, plant and equipment | - | - | - | - | 1,274 | 596 | 340 | 18,878 | 1,345 | 34,447 | 626 | 206 | 80 | 8,046 | 20,816 | 5,083 | 1,586 | - | 34,416 | 50,000 | 177,739 |
| Depreciation - rights-of-use assets | - | - | - | - | 9,272 | 27,697 | 26,800 | 26,415 | 7,262 | - | - | 23,929 | 6,664 | 25,952 | 21,648 | - | - | - | 23,439 | - | 199,078 |
| Donation expenses | - | 91 | 2,804 | 216 | 2,718 | 14,143 | 4,123 | 11,620 | 3,388 | 13,624 | - | 13,963 | 255 | 15,227 | 9,323 | 5,522 | 1,040 | - | - | - | 98,057 |
| Food and beverages | - | - | - | - | - | - | 42 | 143 | - | - | - | 8 | 106 | 244 | - | 69 | - | - | 662 | 34 | 1,308 |
| General expenses | (5) | 47 | (3) | 66 | 719 | 234 | 280 | 283 | 325 | 232 | 47 | 374 | 235 | 235 | 237 | 232 | - | 23 | 1,043 | 705 | 5,309 |
| Interest Expenses | - | - | - | - | 426 | 1,185 | 1,102 | 1,260 | 239 | - | - | 936 | 103 | 1,104 | 452 | - | - | - | 681 | - | 7,488 |
| Insurance | - | 997 | - | 1,541 | 1,360 | 816 | 816 | 1,632 | 1,632 | 3,372 | 544 | 3,264 | 1,631 | 816 | 1,632 | 1,632 | 39 | - | 9,081 | 816 | 31,621 |
| IT related expenses | - | 252 | - | 283 | 6,319 | 5,958 | 6,769 | 6,674 | 7,598 | 4,299 | 7,004 | 7,705 | 4,983 | 4,388 | 5,765 | 3,676 | 687 | 61 | 21,436 | 10,752 | 104,609 |
| Repair and maintenance | - | 2,315 | - | 2,183 | 7,221 | 3,490 | 17,449 | 12,476 | 9,287 | 9,615 | 1,357 | 6,736 | 4,179 | 9,414 | 9,096 | 11,158 | 327 | - | 9,722 | 5,316 | 121,341 |
| Marketing related expenses | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1,826 | - | 1,826 |
| Membership expenses | - | - | - | - | (20) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 435 | 415 |
| Office supplies | - | 19 | - | 66 | 521 | 3,540 | 2,920 | 4,033 | 3,453 | 9,456 | 1,858 | 3,979 | 7,173 | 9,483 | 2,116 | 1,378 | 27,257 | - | 5,988 | 6,002 | 89,242 |
| Office cleaning fee | - | 5,400 | - | 6,440 | 380 | 1,460 | 580 | 580 | - | 380 | - | 420 | 320 | 760 | 420 | 380 | - | - | 18,852 | - | 36,372 |
| Programme expenses | - | 264 | - | 8 | 12,739 | 24,031 | 30,384 | 34,195 | 30,504 | 19,580 | 257 | 14,048 | 20,950 | 42,434 | 21,178 | 14,569 | 752 | 71 | 661,478 | 97,420 | 1,024,862 |
| Other professional fee | (1,210) | 95 | (1,210) | 102 | 5,186 | 444 | 493 | 493 | 392 | 592 | - | 598 | 494 | 591 | 312 | 290 | - | (500) | 4,249 | 6,468 | 17,879 |
| Overseas training expenses | - | - | - | - | 385 | - | - | - | - | - | - | - | 340 | - | - | - | - | - | - | - | 725 |
| Postage and courier | - | - | - | - | 106 | 68 | 26 | - | - | - | - | 17 | - | - | - | 6 | 2 | - | 161 | 407 | 793 |
| Printing and stationery | - | 77 | - | 62 | 1,550 | 597 | 750 | 708 | 632 | 1,084 | 35 | 910 | 957 | 962 | 1,465 | 833 | 558 | - | 9,643 | 1,541 | 22,364 |
| Professional and consultancy fees | - | - | - | - | 29,372 | 153 | 306 | 306 | 42,145 | 306 | - | 307 | 306 | 289 | 153 | 153 | 153 | - | 33,073 | 99,997 | 207,019 |
| Rental of equipment | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 258 | - | 258 |
| Rental of office | - | 4,509 | - | 2,161 | 5,678 | (19,736) | - | (11,890) | - | 4,287 | - | (6,439) | - | (8,049) | - | 21,600 | - | - | 15,880 | 21,390 | 29,391 |
| Rental of copier | - | 250 | - | 234 | 2,925 | 399 | 1,296 | 1,508 | 1,855 | 2,742 | - | 936 | 3,275 | 1,658 | 770 | 1,656 | - | - | 9,007 | 1,590 | 30,101 |
| Research expenses | - | - | - | - | 4 | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | - | - | 5 | 4 | 27 |
| Telecommunication expenses | 139 | - | 32 | - | 7,766 | 321 | 572 | 1,425 | 1,097 | 1,512 | 20 | 1,229 | 910 | 2,510 | 1,298 | 1,892 | 434 | - | 8,789 | 14,127 | 44,073 |
| Transportation expenses | 1 | 18 | - | 327 | 19,110 | 1,258 | 919 | 1,651 | 1,706 | 4,701 | 82 | 3,532 | 3,622 | 3,016 | 1,230 | 605 | 881 | - | 4,897 | 14,326 | 61,882 |
| Utilities | (111) | 7,141 | (813) | 4,661 | 13,481 | 4,812 | 19,476 | 12,348 | 11,055 | 10,096 | - | 9,555 | 11,171 | 9,131 | 9,424 | 7,716 | 700 | - | 20,222 | 11,783 | 161,848 |
| Volunteer expenses | - | - | - | - | - | 10 | - | 400 | - | 778 | - | - | - | 1,025 | - | 543 | - | - | 358 | - | 3,114 |
| GST expenses | - | 608 | - | 640 | 4,842 | 6,275 | 7,191 | 7,094 | 4,056 | 4,015 | 190 | 6,453 | 3,287 | 6,590 | 5,099 | 7,449 | 1,221 | 113 | 15,747 | 13,094 | 93,964 |
| | **(1,186)** | **26,186** | **810** | **23,093** | **303,381** | **108,616** | **151,191** | **162,991** | **153,873** | **162,680** | **12,721** | **127,344** | **98,646** | **170,311** | **129,991** | **99,743** | **35,637** | **(232)** | **1,173,161** | **441,467** | **3,380,424** |
| **Surplus/ (Deficit) For the Year** | **9,434** | **(3,451)** | **5,763** | **(7,483)** | **(221,386)** | **133,037** | **2,364** | **55,612** | **(22,070)** | **75,319** | **(49,274)** | **70,029** | **125,431** | **83,964** | **160,156** | **93,728** | **17,567** | **53,757** | **(56,631)** | **224,748** | **750,614** |

**36. Income and expenditure - Youth services**

| Centre | Restricted funds 2025 | | | | | Restricted funds 2024 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **YouthGo! @ Team 1** | **YouthGo! @ Team 2** | **Integrated Service Providers** | **CREST – Youth Fei Yue @ East** | **Total** | **YouthGo! @ Team 1** | **YouthGo! @ Team 2** | **Integrated Service Providers** | **CREST – Youth Fei Yue @ East** | **Total** |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| Income | | | | | | | | | | |
| Operation funding - MSF | 1,231,433 | 1,231,433 | 576,531 | - | 3,039,397 | 1,216,703 | 1,196,785 | 582,975 | - | 2,996,463 |
| Operation funding - NCSS ComChest | - | - | 21,036 | - | 21,036 | - | - | 52,263 | - | 52,263 |
| Operation funding - NCSS | 1,651 | 1,651 | 826 | 689 | 4,817 | - | - | - | - | - |
| Operation Funding - AIC | - | - | - | 483,214 | 483,214 | 52 | 41 | 33 | 445,489 | 445,615 |
| Programmes, talks and training fees | - | - | - | - | - | (10,586) | - | - | - | (10,586) |
| Amortisation of deferred capital grants | 25,006 | - | 19,106 | 1,417 | 45,529 | 59,885 | - | 38,576 | 3,400 | 101,861 |
| Government incentives | 4,721 | 43,172 | (8,302) | 1,698 | 41,289 | 31,130 | 21,486 | 17,611 | 5,439 | 75,666 |
| Other income | 18,636 | 11,443 | 7,106 | 1,511 | 38,696 | 1,704 | 2,018 | 769 | 398 | 4,889 |
| Total Income | 1,281,447 | 1,287,699 | 616,303 | 488,529 | 3,673,978 | 1,298,888 | 1,220,330 | 692,227 | 454,726 | 3,666,171 |
| | | | | | | | | | | |
| Less: Expenditure | | | | | | | | | | |
| Staff Salaries | 609,599 | 709,980 | 294,269 | 271,195 | 1,885,043 | 734,341 | 513,426 | 442,274 | 248,722 | 1,938,763 |
| Bonuses | 175,675 | 257,918 | 74,495 | 68,348 | 576,436 | 174,819 | 110,740 | 106,196 | 53,209 | 444,964 |
| CPF Contributions | 135,504 | 158,665 | 63,184 | 57,930 | 415,283 | 151,272 | 107,727 | 91,240 | 53,845 | 404,084 |
| Staff medical expenses | 3,384 | 3,354 | 1,135 | 1,263 | 9,136 | 4,927 | 2,566 | 2,266 | 1,296 | 11,055 |
| Staff recruitment | - | - | 500 | 500 | 1,000 | - | 800 | - | - | 800 |
| Staff retreat | 2,347 | 2,134 | 1,280 | 1,066 | 6,827 | 1,938 | 1,634 | 1,498 | 796 | 5,866 |
| Staff insurance | 3,486 | 3,219 | 1,992 | 1,586 | 10,283 | 4,150 | 3,280 | 2,790 | 1,450 | 11,670 |
| Staff Training Expenses | 22,385 | 41,591 | 16,164 | 5,988 | 86,128 | 8,120 | 9,538 | 3,416 | 5,786 | 26,860 |
| Staff welfare | 1,057 | 1,003 | (581) | 949 | 2,428 | 6,981 | 2,566 | 7,859 | 3,605 | 21,011 |
| Total Manpower expenses | 953,437 | 1,177,864 | 452,438 | 408,825 | 2,992,564 | 1,086,548 | 752,277 | 657,539 | 368,709 | 2,865,073 |
| | | | | | | | | | | |
| Other operating expenses | | | | | | | | | | |
| Corporate services fee | 139,500 | 131,900 | 74,200 | 41,025 | 386,625 | 100,000 | 90,000 | 60,600 | 30,100 | 280,700 |
| Bank charges | 13 | 17 | 14 | - | 44 | 65 | - | - | - | 65 |
| Depreciation of property, plant and equipment | 33,868 | 3,127 | 24,724 | 1,677 | 63,396 | 35,871 | 13,003 | 33,594 | 3,400 | 85,868 |
| Food and beverages | 241 | 244 | 19 | 207 | 711 | 442 | - | 13 | 85 | 540 |
| General expenses | (299) | (530) | (493) | 239 | (1,083) | 656 | 517 | 425 | 237 | 1,835 |
| Insurance | 2,903 | 1,216 | 1,531 | 765 | 6,415 | 2,182 | 816 | 1,632 | 408 | 5,038 |
| IT related expenses | 10,157 | 9,780 | 7,419 | 5,868 | 33,224 | 13,421 | 11,899 | 5,750 | 2,113 | 33,183 |
| Repair and maintenance | 3,276 | 2,488 | 5,059 | 9,005 | 19,828 | 16,726 | 8,678 | 17,643 | 4,319 | 47,366 |
| Membership Expenses | 166 | 166 | 8 | 6 | 346 | - | - | - | - | - |
| Office supplies | 1,853 | 2,705 | 2,200 | 509 | 7,267 | 6,701 | 6,399 | 1,066 | 629 | 14,795 |
| Office Cleaning Fee | 7,154 | 7,154 | - | 650 | 14,958 | 6,179 | 6,178 | - | 700 | 13,057 |
| Programme Expenses | 3,077 | 4,998 | 754 | 4,008 | 12,837 | 1,916 | 2,286 | 727 | 21,288 | 26,217 |
| Other professional fee | 1,895 | 1,760 | 2,704 | 715 | 7,074 | 1,686 | 1,483 | 7,286 | 691 | 11,146 |
| Overseas training expenses | 49 | 434 | 25 | 20 | 528 | - | - | - | - | - |
| Postage and courier | - | - | - | - | - | - | 3 | - | 16 | 19 |
| Printing and stationery | 570 | 654 | 795 | 485 | 2,504 | 1,452 | 1,685 | 332 | 340 | 3,809 |
| Professional and consultancy fees | 831 | 824 | 316 | 272 | 2,243 | 1,146 | - | 1,612 | 306 | 3,064 |
| Gain/loss on disposal of assets | - | - | - | - | - | 25,278 | - | 9,444 | - | 34,722 |
| Rental equipment | 491 | 490 | - | - | 981 | 373 | 372 | - | - | 745 |
| Rental of office | 2,502 | 2,502 | 2,928 | 12,884 | 20,816 | 2,502 | 2,502 | 2,928 | 6,198 | 14,130 |
| Rental of copier | 1,560 | 2,496 | 1,820 | 2,729 | 8,605 | 1,775 | 2,760 | 1,270 | 2,020 | 7,825 |
| Research-related Expenses | - | - | - | - | - | 3 | 3 | 2 | 801 | 809 |
| Resource materials | - | - | - | - | - | - | - | 99 | - | 99 |
| Telecommunication expenses | 5,170 | 4,822 | 4,048 | 2,762 | 16,802 | 5,023 | 4,944 | 3,593 | 3,946 | 17,506 |
| Transportation expenses | 41,539 | 42,217 | 11,166 | 5,941 | 100,863 | 39,079 | 39,094 | 11,404 | 3,863 | 93,440 |
| Utilities | 3,353 | 3,353 | 4,527 | 5,296 | 16,529 | 5,805 | 5,806 | 6,249 | 4,138 | 21,998 |
| Volunteer Expenses | - | - | - | 190 | 190 | - | - | - | - | - |
| GST expenses | 4,815 | 6,142 | 3,953 | 4,181 | 19,091 | 4,340 | 3,375 | 2,291 | 4,231 | 14,237 |
| | 264,684 | 228,959 | 147,717 | 99,434 | 740,794 | 272,621 | 201,803 | 167,960 | 89,829 | 732,213 |
| | | | | | | | | | | |
| (Deficit)/ Surplus For the Year | 63,326 | (119,124) | 16,148 | (19,730) | (59,380) | (60,281) | 266,250 | (133,272) | (3,812) | 68,885 |

**37. Income and expenditure - EIPIC services**

| | Restricted funds | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2025 | | | | | | 2024 | | | | | |
| Centre | Jurong East | Wellington Circle | Upper Thomson | Bukit Batok | Bukit Batok - Special Need Student Care Centre | Total | Jurong East | Wellington Circle | Upper Thomson | Bukit Batok | Bukit Batok - Special Need Student Care Centre | Total |
| | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ | S$ |
| **Income** | | | | | | | | | | | | |
| Operation funding - MSF | - | - | - | 1,775 | 22,495 | 24,270 | - | - | - | 26,535 | 119,268 | 145,803 |
| Community Funding for S.E.T - SGE | 1,260,154 | 775,161 | 1,092,067 | 300,806 | - | 3,428,188 | 1,338,476 | 715,585 | 1,020,000 | 146,319 | - | 3,220,380 |
| Operation funding - ECDA | 4,583,526 | 2,854,756 | 4,146,308 | 1,075,207 | - | 12,659,797 | 4,918,989 | 2,612,598 | 3,820,046 | 601,381 | - | 11,953,014 |
| Operation Funding - AIC | - | - | - | - | - | - | 245 | 122 | 152 | - | 19 | 538 |
| Programmes, talks and training fees | 384,091 | 245,612 | 383,073 | 88,148 | 10,342 | 1,111,266 | 414,734 | 228,531 | 380,113 | 46,208 | 53,931 | 1,123,517 |
| Amortisation of deferred capital grants | - | - | 5,000 | 3,946 | 5,837 | 14,783 | - | - | 8,229 | 2,401 | 6,829 | 17,459 |
| Donations | - | - | - | - | - | - | - | - | - | - | 3,010 | 3,010 |
| Government incentives | 65,596 | 61,293 | 62,051 | 27,952 | 12,795 | 229,687 | 170,634 | 78,418 | 165,795 | 12,524 | 11,849 | 439,220 |
| Interest income | 75,549 | 28,683 | 75,746 | - | - | 179,978 | 86,697 | 17,124 | 61,350 | - | - | 165,171 |
| Other income | 19,671 | 9,246 | 7,969 | 2,941 | 634 | 40,461 | 15,642 | 12,844 | 13,105 | 510 | 669 | 42,770 |
| **Total Income** | **6,388,587** | **3,974,751** | **5,772,214** | **1,500,775** | **52,103** | **17,688,430** | **6,945,417** | **3,665,222** | **5,468,790** | **835,878** | **195,575** | **17,110,882** |
| **Less: Expenditure** | | | | | | | | | | | | |
| Staff salaries and related costs | 2,455,115 | 1,512,712 | 2,185,583 | 676,739 | 40,296 | 6,870,445 | 2,949,808 | 1,493,109 | 1,897,182 | 284,970 | 165,995 | 6,791,064 |
| Bonuses | 604,129 | 371,441 | 505,292 | 186,427 | (19,102) | 1,648,187 | 641,773 | 359,258 | 453,127 | 126,483 | 36,188 | 1,616,829 |
| Employer's CPF contribution for staff | 439,393 | 260,733 | 349,878 | 129,459 | 2,933 | 1,182,396 | 509,125 | 243,773 | 324,372 | 63,610 | 26,425 | 1,167,305 |
| Staff medical expenses | 18,575 | 14,608 | 22,388 | 4,326 | 225 | 60,122 | 20,184 | 13,334 | 14,040 | 1,564 | 1,152 | 50,274 |
| Staff recruitment | 1,600 | 1,100 | 4,600 | - | - | 7,300 | 900 | 600 | 2,000 | 300 | 300 | 4,100 |
| Staff retreat | 11,948 | 7,254 | 10,241 | 2,778 | - | 32,221 | 9,788 | 4,796 | 6,019 | 60 | 555 | 21,218 |
| Staff insurance | 19,451 | 12,059 | 17,257 | 4,183 | 1,937 | 54,887 | 19,140 | 9,660 | 11,890 | - | 1,449 | 42,139 |
| Staff training and development | 84,973 | 27,802 | 94,406 | 12,065 | - | 219,246 | 85,125 | 41,384 | 74,857 | 4,610 | 3,562 | 209,538 |
| Staff welfare | 23,530 | 10,656 | 18,201 | 13,299 | 501 | 66,187 | 31,577 | 18,926 | 8,861 | 1,764 | 914 | 62,042 |
| **Total Manpower expenses** | **3,658,714** | **2,218,365** | **3,207,846** | **1,029,276** | **26,790** | **10,140,991** | **4,267,420** | **2,184,840** | **2,792,348** | **483,361** | **236,540** | **9,964,509** |
| **Other operating expenses** | | | | | | | | | | | | |
| Corporate services fee | 745,236 | 394,522 | 583,332 | 90,610 | 10,100 | 1,823,800 | 669,200 | 333,900 | 470,900 | - | 9,900 | 1,483,900 |
| Bank charges | 523 | 541 | 547 | 540 | - | 2,151 | 1,916 | 526 | 557 | 187 | 313 | 3,499 |
| Depreciation of property, plant and equipment | 9,564 | 4,123 | 5,500 | 4,785 | 2,340 | 26,312 | 7,991 | 1,667 | 10,533 | 2,765 | 7,739 | 30,695 |
| Depreciation - rights-of-use assets | - | 9,326 | 77,869 | 7,472 | 6,878 | 101,545 | - | 9,326 | 19,467 | 5,604 | 27,510 | 61,907 |
| Donation expenses | - | 8 | - | - | - | 8 | (3,391) | - | 209 | - | 2,827 | (355) |
| Food and beverages | 2,983 | 1,240 | 2,575 | 720 | 26 | 7,544 | 2,842 | 1,054 | 2,420 | 278 | 133 | 6,727 |
| General expenses | 2,489 | 1,432 | 1,954 | 504 | 80 | 6,459 | 3,155 | 1,602 | 1,976 | 36 | 240 | 7,009 |
| Interest expense | - | 166 | 3,459 | 258 | 12 | 3,895 | - | 353 | 1,103 | 290 | 391 | 2,137 |
| Insurance | 12,313 | 6,270 | 7,825 | 3,298 | 3,287 | 32,993 | 11,869 | 5,504 | 6,970 | 502 | 3,881 | 28,726 |
| IT related expenses | 48,893 | 27,963 | 38,852 | 11,942 | 2,002 | 129,652 | 43,537 | 23,072 | 28,213 | 4,103 | 6,249 | 105,174 |
| Repair and maintenance | 36,242 | 15,277 | 110,771 | 5,403 | 6,010 | 173,703 | 53,913 | 19,717 | 111,296 | 2,347 | 23,499 | 210,772 |
| Membership expenses | 151 | 14 | 19 | 6 | - | 190 | 191 | - | - | - | - | 191 |
| Office supplies | 8,415 | 11,227 | 11,291 | 4,582 | 30 | 35,545 | 20,294 | 14,612 | 11,771 | 26,827 | 1,785 | 75,289 |
| Office cleaning fee | 65,220 | 35,817 | 45,322 | 33,366 | 5,101 | 184,826 | 58,220 | 21,195 | 42,531 | 20,662 | 29,440 | 172,048 |
| Programme expenses | 15,271 | 5,371 | 15,820 | 1,849 | 3,992 | 42,303 | 29,116 | 7,983 | 45,305 | 1,363 | 12,787 | 96,554 |
| Other professional fee | 10,011 | 5,322 | 7,969 | 7,225 | 149 | 30,676 | 11,170 | 5,532 | 7,829 | 4,200 | 2,301 | 31,032 |
| Postage and courier | 30 | 76 | 133 | - | - | 239 | 21 | 105 | 191 | 98 | 12 | 427 |
| Printing and stationery | 14,399 | 10,934 | 14,167 | 2,667 | 175 | 42,342 | 13,844 | 7,124 | 17,570 | 8,790 | 777 | 48,105 |
| Professional and consultancy fees | 2,149,347 | 1,068,804 | 2,192,413 | 300,358 | - | 5,710,922 | 2,158,801 | 920,716 | 1,737,753 | 44,153 | 1 | 4,861,424 |
| Gain/loss on disposal of assets | 307 | - | - | 1,437 | 906 | 2,650 | - | - | - | - | - | - |
| Rental of equipment | (31) | (42) | - | - | - | (73) | 245 | - | - | - | - | 245 |
| Rental of office | 28,752 | - | 7,214 | - | - | 35,966 | 28,752 | - | 63,526 | (1,306) | - | 90,972 |
| Rental of copier | 6,293 | 5,635 | 1,898 | 1,560 | 413 | 15,799 | 4,584 | 6,048 | 2,995 | 1,040 | 1,656 | 16,323 |
| Research-related expenses | - | - | - | - | - | - | 16 | 8 | 10 | - | 1 | 35 |
| Specific assistance to clients | 100 | 9 | 17,242 | 674 | - | 18,025 | (546) | 19 | 10,085 | 120 | - | 9,678 |
| Resource materials | 7,884 | 9,585 | 4,917 | 5,717 | - | 28,103 | 8,221 | 4,078 | 11,691 | 16,484 | 72 | 40,546 |
| Telecommunication expenses | 11,468 | 7,651 | 8,941 | 2,415 | 1,296 | 31,771 | 14,544 | 9,611 | 9,718 | 2,252 | 4,696 | 40,821 |
| Transportation expenses | 3,021 | 1,930 | 5,407 | 646 | 37 | 11,041 | 9,826 | 928 | 3,441 | 446 | 143 | 14,784 |
| Utilities | 28,852 | 16,777 | 32,011 | 7,450 | 2,771 | 87,861 | 38,723 | 21,173 | 46,541 | 4,985 | 13,747 | 125,169 |
| Volunteers expenses | - | 38 | - | - | - | 38 | 245 | - | - | - | - | 245 |
| GST expenses | 23,501 | 14,361 | 16,067 | 7,387 | 1,851 | 63,167 | 28,596 | 12,805 | 21,401 | 4,558 | 6,837 | 74,197 |
| **Total Operating Expenses** | **3,231,234** | **1,654,377** | **3,213,515** | **502,871** | **47,456** | **8,649,453** | **3,215,895** | **1,428,658** | **2,686,002** | **150,784** | **156,937** | **7,638,276** |
| **Surplus/(Deficit) For the Year** | **(501,361)** | **102,009** | **(649,147)** | **(31,372)** | **(22,143)** | **(1,102,014)** | **(537,898)** | **51,724** | **(9,560)** | **201,733** | **(197,902)** | **(491,903)** |