

## FINANCE & INVESTMENT COMMITTEE - 2025 - 2026



VINCENT CHEN  
CHAIR



KAKA SINGH



KEVIN KWEK



DR ZUBIN DARUWALLA



LIE AY WEN



DR RICHARD YAP



LAM KUN KIN



**DYSLEXIA ASSOCIATION OF SINGAPORE**  
*Empowering people who learn differently*

### FINANCE & INVESTMENT COMMITTEE

#### Terms of Reference <sup>1</sup>

**Scope:** DAS Group (DAS, DAC and DAI)

#### Finance Matters

1. To review budgets and longer term projections prepared by staff, to help develop appropriate procedures for budget preparations, and on a consistency between the budget and DAS' plans;
2. To ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns;
3. To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount);
4. To work with staff to design financial reports and ensure that reports are accurate and timely;
5. To support the Board in ensuring DAS' long-term financial sustainability through oversight of financial planning, and reserves management, and by recommending measures to enhance financial resilience; and
6. To advise the Chief Executive Officer and other appropriate staff on financial priorities and information systems, depending on committee member expertise.

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<sup>1</sup>The updates were as per the recommendation during the 10 November 2025 Finance Committee meeting, and subsequently approved via email update on 23 November 2025.

## **Investment Matters**

To provide guidance and oversight on the investment of DAS assets for the best interest of the beneficiaries. The Committee is to discharge its duties with due care, skill and diligence as a prudent investor would under natural circumstances.

The specific responsibilities of the Committee include the following functions:

1. Guide management in assessing DAS' financial needs and work with the investment managers to ensure that those needs can be met by cash flows derived from operations, new donations and investments.
2. Provide guidance on DAS' risk tolerance and investment time horizon, in consultation with the Board, together with input from the investment consultant.
3. Ensure that the investment objectives, policies, and guidelines are consistent and appropriate.
4. Evaluate the performance of the investment manager on a regular basis to ensure that policy guidelines are followed
5. Recommend criteria, policies and processes including KPIs relating to the appointment, review and termination of the investment consultants and managers.
6. Provide guidance on asset allocation on a regular basis with the help of the investment consultant, if needed, to ensure that the allocations are appropriate given a change in the investment environment and/ or needs of the organisation.
7. Ensure that report on the performance and financial condition of the investments are submitted to the Board at least on a half-yearly basis.

## **Quorum**

The quorum shall be  $\frac{1}{2}$  of the Committee membership or at least two (2) members of the Committee, whichever is higher. In the absence of the Committee Chair, the remaining members present shall elect one of the members to chair the meeting.

## **Term Limits**

The Committee shall be appointed by the Board for a one (1)-year term. During the term, new members can be added. At the end of each term, the whole Committee steps down. The exiting Committee members may be re-appointed by the Board for another term.

In accordance to the constitution of DAS, the Finance & Investment Committee Chairman shall not hold the same office for more than four consecutive years. Re-appointment of the outgoing Committee Chairman may be considered after a lapse of at least two years.