

Dyslexia Association of Singapore and its subsidiaries
(Incorporated in Singapore)
(UEN No: 202114767K)

Audited Financial Statements
For the Financial Year Ended 31 March 2026

Dyslexia Association of Singapore and its subsidiaries
(Incorporated in Singapore)

Financial Statements
For the financial year ended 31 March 2026

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The directors are pleased to present their statement to the members together with the audited financial statements of the Group and of the Company for the financial year ended 31 March 2026.

In the opinion of the directors,

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

Directors

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

Lee Siew Pin Eric
Kaka Singh s/o Dalip Singh
Chen Wei Ching
Kevin Kwek Yiu Wing
Zubin Jimmy Daruwalla
Jim Chao-an Lee
Alicia Tan Gek Cheng
Addis William Dickon
Lie Ay Wen (Appointed on 18 October 2025)
Yap Chin Yee (Appointed on 18 October 2025)
Lee Siang

Arrangements to enable directors to acquire shares and debentures

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

Independent auditor

The independent auditor, CLA Global TS Public Accounting Corporation, has expressed its willingness to accept reappointment.

On behalf of the directors



.....
Lee Siew Pin Eric
Director



.....
Chen Wei Ching
Director

3 September 2026

Independent Auditor's Report to the Members of Dyslexia Association of Singapore

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Dyslexia Association of Singapore (the "Company") and its subsidiaries (the "Group"), which comprise the statements of financial position of the Group and the Company as at 31 March 2026, and the statements of financial activities and other comprehensive income, statements of changes in funds and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policies information.

In our opinion, the accompanying consolidated financial statements of the Group and the financial statements of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards ("FRSs") so as to give a true and fair view of the financial position of the Group and the Company as at 31 March 2026 and of the financial performance, changes in funds and cash flows of the Group and the Company for the financial year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 to 2 and the information included in the Annual Report of the Group.

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

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

Independent Auditor's Report to the Members of Dyslexia Association of Singapore (continued)

Report on the Audit of the Financial Statements (continued)

Responsibilities of Management and Directors for the Financial Statements

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

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

The directors' responsibilities include 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:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Independent Auditor's Report to the Members of Dyslexia Association of Singapore (continued)

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

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

- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

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

During the course of our audit, nothing came to our attention that caused us to believe that during the financial year:

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

The engagement director on the audit resulting in this independent auditor's report is Teh Yeu Horng.



**CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants**

Group	Note	Unrestricted Funds \$	Restricted Funds \$	2026 \$	2025 \$
INCOME					
Income from generated funds					
- Voluntary income	3	1,480,182	974,483	2,454,665	1,793,898
- Activities for generating funds	4	6,049	-	6,049	2,480
- Investment income	5	237,623	29,184	266,807	279,504
Income from charitable activities					
- Grant from Ministry of Education "MOE"		-	8,219,826	8,219,826	7,917,808
- Income from other charitable activities	6	8,098,329	4,774,526	12,872,855	11,819,762
Total income		9,822,183	13,998,019	23,820,202	21,813,452
EXPENDITURES					
Cost of generating funds					
- Fundraising expenses	7	87,495	193,593	281,088	316,139
- Cost of resource books sold	7	933	-	933	378
Charitable activities	8	9,574,429	15,293,168	24,867,597	23,488,154
Governance costs		26,631	33,116	59,747	41,558
Total expenditures		9,689,488	15,519,877	25,209,365	23,846,229
Net surplus/ (deficit) before the following items:		132,695	(1,521,858)	(1,389,163)	(2,032,777)
Fair value gain from financial assets at FVTPL	12	704,510	49,346	753,856	737,627
Net surplus/ (deficit), representing total comprehensive income/ (loss) for the financial year		837,205	(1,472,512)	(635,307)	(1,295,150)

<u>Company</u>	Note	Unrestricted Funds \$	Restricted Funds \$	2026 \$	2025 \$
INCOME					
Income from generated funds					
- Voluntary income	3	1,480,182	974,483	2,454,665	1,793,898
- Investment income	5	237,623	29,184	266,807	279,504
Income from charitable activities					
- Grant from MOE		-	8,219,826	8,219,826	7,917,808
- Income from other charitable activities	6	7,166,387	4,803,653	11,970,040	10,904,858
Total Income		8,884,192	14,027,146	22,911,338	20,896,068
EXPENDITURES					
Cost of generating funds					
Fundraising expenses	7	87,495	193,593	281,088	316,139
Charitable activities	8	8,461,522	15,603,808	24,065,330	22,674,797
Governance costs		16,379	33,116	49,495	32,397
Total expenditures		8,565,396	15,830,517	24,395,913	23,023,333
Net surplus/ (deficit) before the following items:		318,796	(1,803,371)	(1,484,575)	(2,127,265)
Contribution from subsidiaries	24(a)	50,000	-	50,000	95,000
Fair value gain from financial assets at FVTPL	12	704,510	49,346	753,856	737,627
Net surplus/ (deficit), representing total comprehensive income/ (loss) for the financial year		1,073,306	(1,754,025)	(680,719)	(1,294,638)

	Note	Group		Company	
		2026	2025	2026	2025
		\$	\$	\$	\$
ASSETS					
Current assets					
Inventories	10	1,352	1,807	-	-
Trade and other receivables	11	3,304,542	2,797,238	3,453,834	2,893,125
Financial assets, at FVTPL	12	12,208,277	11,443,389	12,208,277	11,443,389
Cash and bank balances	13	4,316,443	5,891,609	3,258,133	5,140,864
		<u>19,830,614</u>	<u>20,134,043</u>	<u>18,920,244</u>	<u>19,477,378</u>
Non-current assets					
Plant and equipment	14	884,056	1,176,085	851,634	1,134,346
		<u>884,056</u>	<u>1,176,085</u>	<u>851,634</u>	<u>1,134,346</u>
Total assets		<u>20,714,670</u>	<u>21,310,128</u>	<u>19,771,878</u>	<u>20,611,724</u>
LIABILITIES					
Current liabilities					
Trade and other payables	17	3,540,214	3,395,010	3,346,460	3,226,333
Other liabilities	18	3,762,475	3,867,830	3,255,140	3,534,394
		<u>7,302,689</u>	<u>7,262,840</u>	<u>6,601,600</u>	<u>6,760,727</u>
Total liabilities		<u>7,302,689</u>	<u>7,262,840</u>	<u>6,601,600</u>	<u>6,760,727</u>
Net assets		<u>13,411,981</u>	<u>14,047,288</u>	<u>13,170,278</u>	<u>13,850,997</u>
Funds					
<u>Unrestricted Funds</u>					
General Fund	20	12,336,760	11,536,617	12,990,781	11,954,537
Jimmy and Roshen Daruwalla Fund	21	902,668	865,606	902,668	865,606
Total unrestricted funds		<u>13,239,428</u>	<u>12,402,223</u>	<u>13,893,449</u>	<u>12,820,143</u>
<u>Restricted Funds</u>					
Education Fund	22	1,262,182	1,493,801	647,971	879,590
MLP-MA Fund	19	(1,115,436)	121,764	(1,396,949)	121,764
Library Fund	23	25,807	29,500	25,807	29,500
Total restricted funds		<u>172,553</u>	<u>1,645,065</u>	<u>(723,171)</u>	<u>1,030,854</u>
Total Funds		<u>13,411,981</u>	<u>14,047,288</u>	<u>13,170,278</u>	<u>13,850,997</u>

Group	Unrestricted Funds			Restricted Funds				Total
	General Fund	Jimmy and Roshen Daruwalla Fund	Subtotal	Education Fund	MLP-MA Fund	Library Fund	Subtotal	
	\$	\$	\$	\$	\$	\$	\$	\$
At 1 April 2024	10,965,631	832,202	11,797,833	1,526,274	1,984,094	34,237	3,544,605	15,342,438
Total comprehensive income/ (loss) for the year:								
Net surplus/(deficit) for the year	570,986	33,404	604,390	(32,473)	(1,862,330)	(4,737)	(1,899,540)	(1,295,150)
Balance at 31 March 2025/1 April 2025	11,536,617	865,606	12,402,223	1,493,801	121,764	29,500	1,645,065	14,047,288
Total comprehensive income/(loss) for the year:								
Net surplus/(deficit) for the year	800,143	37,062	837,205	(231,619)	(1,237,200)	(3,693)	(1,472,512)	(635,307)
Balance at 31 March 2026	<u>12,336,760</u>	<u>902,668</u>	<u>13,239,428</u>	<u>1,262,182</u>	<u>(1,115,436)</u>	<u>25,807</u>	<u>172,553</u>	<u>13,411,981</u>

Company	Unrestricted Funds			Restricted Funds				Total
	General Fund	Jimmy and Roshen Daruwalla Fund	Subtotal	Education Fund	MLP-MA Fund	Library Fund	Subtotal	
	\$	\$	\$	\$	\$	\$	\$	\$
At 1 April 2024	11,383,039	832,202	12,215,241	912,063	1,984,094	34,237	2,930,394	15,145,635
Total comprehensive income/ (loss) for the year:								
Net surplus/(deficit) for the year	571,498	33,404	604,902	(32,473)	(1,862,330)	(4,737)	(1,899,540)	(1,294,638)
Balance at 31 March 2025/1 April 2025	11,954,537	865,606	12,820,143	879,590	121,764	29,500	1,030,854	13,850,997
Total comprehensive income/ (loss) for the year:								
Net surplus/(deficit) for the year	1,036,244	37,062	1,073,306	(231,619)	(1,518,713)	(3,693)	(1,754,025)	(680,719)
Balance at 31 March 2026	12,990,781	902,668	13,893,449	647,971	(1,396,949)	25,807	(723,171)	13,170,278

	Note	Group		Company	
		2026	2025	2026	2025
		\$	\$	\$	\$
Operating activities					
Net deficit		(635,307)	(1,295,150)	(680,719)	(1,294,638)
Adjustments for:					
Depreciation of plant and equipment	14	566,565	554,741	554,748	542,528
Depreciation of right-of-use assets	15(a)	-	310,502	-	310,502
Impairment loss on trade receivables	26(b)	12,111	6,372	12,111	6,320
Impairment loss on trade receivables written back	26(b)	(20)	(1,977)	(20)	(1,977)
Plant and equipment written off	14	6	168	6	143
Lease interest	8	-	6,021	-	6,021
Fair value gain from financial assets at FVTPL	12	(753,856)	(737,627)	(753,856)	(737,627)
Interest and dividend income	5	(266,807)	(279,504)	(266,807)	(279,504)
Operating cash outflows before changes in working capital		(1,077,308)	(1,436,454)	(1,134,537)	(1,448,232)
Decrease in inventories		455	1,978	-	-
(Increase)/ decrease in trade and other receivables		(515,867)	872,421	(569,272)	772,500
Increase/ (decrease) in trade and other payables		145,204	(858,626)	120,127	(789,659)
(Decrease)/ increase in other liabilities		(105,355)	722,829	(279,254)	627,763
Net cash flows used in operating activities		(1,552,871)	(697,852)	(1,862,936)	(837,628)
Investing activities					
Additions to property, plant and equipment	14	(274,542)	(1,126,540)	(272,042)	(1,078,959)
Additions to financial assets	12	(11,032)	(9,485)	(11,032)	(9,485)
Withdrawal of short-term deposits		-	2,000,000	-	2,000,000
Interest and dividend income received		263,233	339,439	263,279	339,486
Net cash flows (used in)/ generated from investing activities		(22,341)	1,203,414	(19,795)	1,251,042
Financing activities					
Principal payment of lease liabilities		-	(261,117)	-	(261,117)
Interest paid		-	(6,021)	-	(6,021)
Net cash flows used in financing activities		-	(267,138)	-	(267,138)
Net (decrease)/ increase in cash and cash equivalents		(1,575,212)	238,424	(1,882,731)	146,276
Cash and cash equivalents at the beginning of the year		5,845,187	5,606,763	5,140,864	4,994,588
Cash and cash equivalents at the end of the year	13	4,269,975	5,845,187	3,258,133	5,140,864

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

Group	Note	Unrestricted Funds			Restricted Funds					
		General Fund	Jimmy and Roshen Daruwalla Fund	Subtotal	Education Fund	MLP-MA Fund	Library Fund	Subtotal	Total 2026	Total 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME										
Income from generated funds										
- Voluntary income	3	1,480,182	-	1,480,182	974,483	-	-	974,483	2,454,665	1,793,898
- Activities for generating funds	4	6,049	-	6,049	-	-	-	-	6,049	2,480
- Investment income	5	221,870	15,753	237,623	15,874	13,310	-	29,184	266,807	279,504
Income from charitable activities		8,098,329	-	8,098,329	16,545	12,977,807	-	12,994,352	21,092,681	19,737,570
Total income		9,806,430	15,753	9,822,183	1,006,902	12,991,117	-	13,998,019	23,820,202	21,813,452
EXPENDITURES										
Cost of generating funds										
- Fundraising expenses	7	87,495	-	87,495	104,780	88,813	-	193,593	281,088	316,139
- Cost of resource books sold	7	933	-	933	-	-	-	-	933	378
Charitable activities	8	9,545,848	28,581	9,574,429	1,183,087	14,106,388	3,693	15,293,168	24,867,597	23,488,154
Governance costs		26,631	-	26,631	-	33,116	-	33,116	59,747	41,558
Total expenditures		9,660,907	28,581	9,689,488	1,287,867	14,228,317	3,693	15,519,877	25,209,365	23,846,229
Net surplus/ (deficit) before the following items:		145,523	(12,828)	132,695	(280,965)	(1,237,200)	(3,693)	(1,521,858)	(1,389,163)	(2,032,777)
Fair value gain from financial assets at FVTPL		654,620	49,890	704,510	49,346	-	-	49,346	753,856	737,627
Net surplus/ (deficit), representing total comprehensive income/ (loss) for the financial year		800,143	37,062	837,205	(231,619)	(1,237,200)	(3,693)	(1,472,512)	(635,307)	(1,295,150)

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

Company	Note	Unrestricted Funds Jimmy and Roshen Daruwalla Fund			Restricted Funds			Total 2026	Total 2025
		General Fund		Subtotal	Education Fund	MLP-MA Fund	Library Fund		
		\$	\$	\$	\$	\$	\$	\$	\$
INCOME									
Income from generated funds									
- Voluntary income	3	1,480,182	-	1,480,182	974,483	-	-	974,483	1,793,898
- Investment income	5	221,870	15,753	237,623	15,874	13,310	-	29,184	279,504
Income from charitable activities		7,166,387	-	7,166,387	45,672	12,977,807	-	13,023,479	18,822,666
Total income		8,868,439	15,753	8,884,192	1,036,029	12,991,117	-	14,027,146	20,896,068
EXPENDITURES									
Cost of generating funds									
- Fundraising expenses	7	87,495	-	87,495	104,780	88,813	-	193,593	316,139
Charitable activities	8	8,432,941	28,581	8,461,522	1,212,214	14,387,901	3,693	15,603,808	22,674,797
Governance costs		16,379	-	16,379	-	33,116	-	33,116	32,397
Total expenditures		8,536,815	28,581	8,565,396	1,316,994	14,509,830	3,693	15,830,517	23,023,333
Net surplus/ (deficit) before the following items:		331,624	(12,828)	318,796	(280,965)	(1,518,713)	(3,693)	(1,803,371)	(2,127,265)
Contribution from subsidiaries	24(a)	50,000	-	50,000	-	-	-	50,000	95,000
Fair value gain from financial assets at FVTPL		654,620	49,890	704,510	49,346	-	-	49,346	737,627
Net surplus/ (deficit) , representing total comprehensive income/ (loss) for the financial year		1,036,244	37,062	1,073,306	(231,619)	(1,518,713)	(3,693)	(1,754,025)	(1,294,638)

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

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

1. General information

Dyslexia Association of Singapore (the “Company”) is domiciled in Singapore. The Company was first registered as a society under the Societies Act on 29 October 1991. It was converted to a company limited by guarantee on 26 April 2021 under the Companies Act 1967. The Company is registered as a charity under the Charities Act 1994 with effect from 29 June 2021. It has been accorded IPC (Institution of a Public Character) status that is valid up to 31 March 2027. The address of its registered office and principal place of business is located at 1 Jurong West Central 2, #05-01 Jurong Point, Singapore 648886. The Company has twelve (12) learning centres at the end of reporting year. The financial statements are presented in Singapore Dollars.

The Group functions as a world class organisation dedicated to helping dyslexic people and those with specific learning differences in Singapore.

Each member of the Company has undertaken to contribute such amounts not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company had thirty-one (31) members at the end of the reporting year.

The financial statements for the reporting year ended 31 March 2026 were authorised for issue in accordance with a resolution of the directors dated on the date of the Statement by Directors.

2. Material accounting policies

2.1 Basis of preparation

These financial statements have been prepared in accordance with Financial Reporting Standards (“FRSs”) 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 preparation of these financial statements in conformity with FRSs requires management to exercise its judgement in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. There are no areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements.

Interpretations and amendments to published standards effective in 2025

On 1 April 2025, the Group has adopted the new or amended FRSs and Interpretations of FRSs (“INT FRSs”) that are mandatory for application for the financial year. Changes to the Group’s accounting policies have been made as required, in accordance with the relevant transitional provisions in the respective FRSs and INT FRSs.

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

2. Material accounting policies (continued)

2.2 Consolidation

The Company consolidates the subsidiaries it controls. 'Control' is the power to govern the financial and operating policies of an entity in order to obtain benefits from its activities. Control is exercised through trusteeship. The benefit element of control is met where the purposes of the parent charity and its subsidiary charities are concurrent. The activities of the subsidiaries contribute to the purposes and aims of the parent charity and to benefit the parent charity's beneficiaries.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between the Company and the subsidiaries are eliminated.

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to the end of the reporting year.

2.3 Fund accounting

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 Board of Directors. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds over which the Board of Directors retains full control to use in achieving any of its institutional purposes. Common expenses, if any, are allocated on a reasonable basis to the funds based on a method most suitable to that common expense.

General Fund

This fund is for general purposes of the Company. The assets of the general fund comprise all the net assets of the Company, not allocated to the other specific funds.

Restricted Funds

Restricted funds are not used to fund the operations of the Company. Income and expenditure relating to funds set up for contributions received and expenditures incurred for specific purposes are accounted for through the Restricted Funds in the statement of financial activities and other comprehensive income. The assets and liabilities of these funds are accounted for separately.

2.4 Revenue recognition

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

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

- (i) Programme, course and workshop fees are recognised over time by reference to the progress towards complete satisfaction of relevant performance obligations, as the customer simultaneously receives and consumes benefits provided by the reporting entity.
- (ii) Assessment fees are recognised at a point in time when the assessments are rendered.

The advance receipts and billings are deferred in the statement of financial position as "Other liabilities" and is recognised as income when the programme, course, workshop and assessment services are rendered.

2. Material accounting policies (continued)

2.4 Revenue recognition (continued)

- (iii) Membership subscriptions are recognised over time.
- (iv) Income including donations, gifts, grants and other fund raising activities are recognised where there is (a) entitlement (b) certainty and (c) sufficient reliability of measurement. This normally coincides with the receipt of the donation and income from the fund raising activities.
- (v) Grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate, on a systematic basis.
- (vi) Revenue from sale of resource books is recognised at a point in time when the control of the asset is transferred to the customer, generally upon delivery of the resource books.
- (vii) Dividend income is recognised when the right to receive payment is established.
- (viii) Interest income is recognised on a time proportion basis using the effective interest method.

2.5 Expenditures

All expenditures are classified under headings that aggregate all costs related to that activity.

Cost of generating funds

The cost of generating funds are those costs attributable to generating income for the Group, other than those costs incurred in undertaking charitable activities in furtherance of the Group's objects.

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

Charitable activities

Expenditure on charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Group. Those costs, where not wholly attributable, are apportioned between the categories of charitable expenditure. The total costs of each category of charitable expenditure therefore include an apportionment of support cost, where possible.

Governance costs

Governance costs include the costs of governance arrangements, which relate to the general running of the Group as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Expenditure on the governance of the charity will normally include both direct and related support costs which include internal and external audit, apportioned manpower costs and general costs in supporting the governance activities, legal advice for governing board members, and costs associated with constitutional and statutory requirements.

2. Material accounting policies (continued)

2.6 Property, Plant and equipment

(a) Measurement

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

The cost of an item of plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

(b) Depreciation

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

	<u>Useful lives</u>
Equipment and furniture	3 years
Renovation	5 years
Software	5 years

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

2.7 Financial assets

(a) Classification and measurement

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- Fair value through profit or loss (FVTPL)

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

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

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

At initial recognition

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of the financial assets not a fair value through profit or loss, transactions cost that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in statement of financial activities.

2. Material accounting policies (continued)

2.7 Financial assets (continued)

(a) Classification and measurement (continued)

At subsequent measurement

Debt instrument

Debt instruments of the Company mainly comprise of cash and cash equivalents, trade and other receivables, investments in funds.

There are two subsequent measurement categories, depending on the Group's business model for managing the asset and the cash flow characteristics of the asset:

- **Amortised cost:** Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in statement of financial activities when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.
- **FVTPL:** Debt instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVTPL. Movement in fair values, dividend and interest income is recognised in statement of financial activities in the period in which it arises.

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 26(b) details how the Group determines whether there has been a significant increase in credit risk.

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

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

(c) Recognition and derecognition

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

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

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

2. Material accounting policies (continued)

2.8 Trade and other payables

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

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

2.9 Employee compensation

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

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund in Singapore on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to reporting date.

2.10 Income taxes

The Company and its subsidiaries are approved charities under the Charities Act 1994 and the Income Tax Act 1947. Accordingly, the entities are exempt from income tax.

2.11 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents. 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.

3. Income from generated funds – voluntary income

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Unrestricted funds:				
Donations	1,476,755	1,022,094	1,476,755	1,022,094
Membership subscriptions	3,427	8,025	3,427	8,025
	<u>1,480,182</u>	<u>1,030,119</u>	<u>1,480,182</u>	<u>1,030,119</u>
Restricted funds:				
Donations	974,483	662,529	974,483	662,529
President's Challenge	-	101,250	-	101,250
	<u>974,483</u>	<u>763,779</u>	<u>974,483</u>	<u>763,779</u>
	<u>2,454,665</u>	<u>1,793,898</u>	<u>2,454,665</u>	<u>1,793,898</u>

Restricted funds include the funding from the President's Challenge 2024 fund which was used to support students from lower-income families in accessing the psychological assessment services provided by the Company.

The Company enjoys concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Company.

During the reporting year, the Company issued tax-deductible receipts for donations collected amounting to \$610,192 (2025: \$630,445).

4. Income from generated funds – activities for generating funds

	Group	
	2026	2025
	\$	\$
Unrestricted funds:		
Sale of resource books	6,003	2,434
Interest income from bank deposits	46	46
	<u>6,049</u>	<u>2,480</u>

5. Income from generated funds – investment income

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Unrestricted funds:				
Interest income from short-term deposits and investment in funds	19,574	33,309	19,574	33,309
Dividend income	218,049	211,610	218,049	211,610
	<u>237,623</u>	<u>244,919</u>	<u>237,623</u>	<u>244,919</u>
Restricted funds:				
Interest income from short-term deposits and investment in funds	14,617	24,673	14,617	24,673
Dividend income	14,567	9,912	14,567	9,912
	<u>29,184</u>	<u>34,585</u>	<u>29,184</u>	<u>34,585</u>
	<u>266,807</u>	<u>279,504</u>	<u>266,807</u>	<u>279,504</u>

6. Income from charitable activities

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Unrestricted funds:				
Revenue from contracts with customers:				
Programme fees – Over time	5,925,396	4,816,203	5,479,903	4,355,685
Assessment fee – Point in time	1,252,120	886,317	1,189,487	840,499
Proceeds from courses and workshops conducted – Over time	<u>528,709</u>	<u>488,216</u>	<u>47,582</u>	<u>24,187</u>
	<u>7,706,225</u>	<u>6,190,736</u>	<u>6,716,972</u>	<u>5,220,371</u>
VCF grant from NCSS	131,657	32,883	131,657	32,883
Conference fee income	-	12,059	-	12,059
Intercompany rental recharge	-	-	-	55,208
Sundry income	23,151	189,485	94,655	167,223
Jobs growth incentive, special and temporary employment credit	173,904	517,072	169,622	513,131
Government-paid maternity, paternity and childcare leave	63,372	116,239	53,461	113,531
Impairment loss on trade receivables written back (Note 26(b))	20	1,977	20	1,977
	<u>8,098,329</u>	<u>7,060,451</u>	<u>7,166,387</u>	<u>6,116,383</u>

6. Income from charitable activities (continued)

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Restricted funds:				
Revenue from contracts with customers:				
Programme fees – Over time	4,757,981	4,742,626	4,757,981	4,742,626
Proceeds from courses and workshops conducted – Over time	425	565	29,552	29,729
	<u>4,758,406</u>	<u>4,743,191</u>	<u>4,787,533</u>	<u>4,772,355</u>
Sundry income	16,120	16,120	16,120	16,120
	<u>4,774,526</u>	<u>4,759,311</u>	<u>4,803,653</u>	<u>4,788,475</u>
	<u>12,872,855</u>	<u>11,819,762</u>	<u>11,970,040</u>	<u>10,904,858</u>

7. Expenditures – cost of generating funds

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Unrestricted funds:				
Fundraising expenses				
- Staff cost (Note 9)	87,495	47,939	87,495	47,939
- Cost of resource books sold	<u>933</u>	<u>378</u>	<u>-</u>	<u>-</u>
Restricted funds:				
Fundraising expenses				
- Staff cost (Note 9)	88,813	89,246	88,813	89,246
- Event cost	<u>104,780</u>	<u>178,954</u>	<u>104,780</u>	<u>178,954</u>
	<u>193,593</u>	<u>268,200</u>	<u>193,593</u>	<u>268,200</u>

8. Expenditures – charitable activities

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Unrestricted funds:				
Bursary	1,468,657	1,006,542	1,468,657	1,006,542
Cleaning services	85,780	64,358	82,328	59,965
Cost of conference and graduation	7,825	45,557	7,825	45,557
Course and other programme expenditures	53,220	67,168	-	355
Depreciation of plant and equipment (Note 14)	173,445	166,021	161,628	153,808
Depreciation of right-of-use assets (Note 15(a))	-	86,465	-	86,465
Rental of equipment and upgrading (Note 15(c))	10,278	9,813	9,421	8,212
Learning resources	50,492	45,079	35,641	34,309
Lease interest (Note 15(b))	-	6,021	-	6,021
GST input tax disallowed	45,160	55,267	45,160	55,267
Impairment loss on trade receivables (Note 26(b))	12,111	6,372	12,111	6,320
Printing and supplies	12,449	11,476	12,376	11,476
Rental and service charges (Note 15(c))	179,055	256,372	168,045	226,510
Repairs and maintenance	107,961	108,434	105,328	82,828
Staff scholarships (Note 9)	92,839	113,415	189,118	160,798
Staff salaries and related staff costs (Note 9)	7,110,843	6,105,508	6,025,095	5,415,240
Telecommunications and networks	26,839	30,021	24,949	26,586
Utilities	82,947	84,121	81,195	80,790
Other expenses	54,528	102,981	32,645	61,421
	<u>9,574,429</u>	<u>8,370,991</u>	<u>8,461,522</u>	<u>7,528,470</u>

8. Expenditures – charitable activities (continued)

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Restricted funds:				
Bursary	968,461	528,938	997,588	558,102
Cleaning services	144,341	119,245	144,341	119,245
Cost of conference and graduation	13,719	14,026	13,719	14,026
Course and other programme expenditures	149,581	82,304	149,581	82,304
Depreciation of plant and equipment (Note 14)	393,120	388,720	393,120	388,720
Depreciation of right-of-use assets (Note 15(a))	-	224,037	-	224,037
Rental of equipment and upgrading (Note 15(c))	16,517	16,342	16,517	16,342
Learning resources	15,059	2,914	15,059	2,914
GST input tax disallowed	61,751	72,828	61,751	72,828
Printing and supplies	21,699	22,834	21,699	22,834
Rental and service charges (Note 15(c))	352,838	362,207	352,838	362,207
Repairs and maintenance	185,663	228,734	185,663	228,734
Staff scholarships (Note 9)	16,310	221,355	262,096	221,355
Staff salaries and related staff costs (Note 9)	12,711,192	12,450,675	12,746,918	12,450,675
Telecommunications and networks	43,741	52,867	43,741	52,867
Utilities	142,355	160,658	142,355	160,658
Other expenses	56,821	168,479	56,822	168,479
	<u>15,293,168</u>	<u>15,117,163</u>	<u>15,603,808</u>	<u>15,146,327</u>
	<u>24,867,597</u>	<u>23,488,154</u>	<u>24,065,330</u>	<u>22,674,797</u>

9. Employee benefits expense

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Wages and salaries	14,625,734	14,208,392	13,677,090	13,346,820
Bonus	2,523,294	1,937,516	2,435,158	1,871,658
Employer's contribution to defined contribution plans	2,477,365	2,341,713	2,403,497	2,284,048
Other short-term benefits	481,099	540,517	883,790	882,727
	<u>20,107,492</u>	<u>19,028,138</u>	<u>19,399,535</u>	<u>18,385,253</u>

Allocated to:

Expenditures – cost of generating funds

Unrestricted funds:

- Fundraising expenses (Note 7)	87,495	47,939	87,495	47,939
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Expenditures – charitable activities

Unrestricted funds:

- Staff scholarships (Note 8)	92,839	113,415	189,118	160,798
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- Staff salaries and related staff costs (Note 8)	7,110,843	6,105,508	6,025,095	5,415,240
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Expenditures – cost of generating funds

Restricted funds:

- Fundraising expenses	88,813	89,246	88,813	89,246
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Restricted funds:

- Staff scholarships (Note 8)	16,310	221,355	262,096	221,355
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- Staff salaries and related staff costs (Note 8)	12,711,192	12,450,675	12,746,918	12,450,675
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	<u>20,107,492</u>	<u>19,028,138</u>	<u>19,399,535</u>	<u>18,385,253</u>
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Key management's remuneration is disclosed in Note 24(b) to the financial statements.

10. Inventories

	Group	
	2026	2025
	\$	\$
Merchandise	<u>1,352</u>	<u>1,807</u>

The costs of inventories recognised as an expense amount to \$3,224 (2025: \$2,871).

11. Trade and other receivables

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Trade receivables				
- Non-related parties	1,593,390	1,228,383	1,543,388	1,192,311
Less: Allowance for expected credit losses (Note 26(b))	(18,411)	(21,502)	(18,411)	(21,450)
	<u>1,574,979</u>	<u>1,206,881</u>	<u>1,524,977</u>	<u>1,170,861</u>
Financial assistance/bursary from MOE	651,167	306,290	651,167	306,290
	<u>2,226,146</u>	<u>1,513,171</u>	<u>2,176,144</u>	<u>1,477,151</u>
Other receivables				
- Amount owing by subsidiaries	-	-	208,373	143,733
- Non-related parties	57,623	54,095	57,587	54,059
Deposits to secure services	147,484	146,431	147,484	146,431
Prepayments	873,289	1,083,541	864,246	1,071,751
	<u>1,078,396</u>	<u>1,284,067</u>	<u>1,277,690</u>	<u>1,415,974</u>
	<u>3,304,542</u>	<u>2,797,238</u>	<u>3,453,834</u>	<u>2,893,125</u>

Trade receivables are non-interest bearing and are generally on 30 days' terms.

Amount owing by subsidiaries is interest free, unsecured and are payable on demand.

12. Financial assets, at FVTPL

	Group and Company	
	2026	2025
	\$	\$
Beginning of financial year	11,443,389	10,696,277
Additions *	11,032	9,485
Fair value gain	<u>753,856</u>	<u>737,627</u>
End of financial year	<u>12,208,277</u>	<u>11,443,389</u>

** Additions include reinvestments made by fund managers*

The investments are managed by independent fund managers.

The investment in bond fund and dividend equity fund offered the Group and the Company the opportunity for returns through dividend income and fair value gains.

The investment in conservative balance fund and short-term interest rate fund offered the Group and the Company the opportunity for returns through interest income and fair value gains.

12. Financial assets, at FVTPL (continued)

At the end of the reporting year, the investments in financial assets are as follows:

	Group and Company	
	2026	2025
	\$	\$
Investment funds		
- Bond fund	4,486,400	4,071,602
- Dividend equity fund	1,548,540	1,550,119
- Conservative balance fund	4,525,288	4,226,431
- Short-term interest rate fund	1,648,049	1,595,237
	<u>12,208,277</u>	<u>11,443,389</u>

The investments in funds are broadly diversified with no specific industry or sectoral emphasis.

13. Cash and bank balances

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Cash and bank balances	4,269,975	5,845,187	3,258,133	5,140,864
Short-term deposit - restricted	46,468	46,422	-	-
	<u>4,316,443</u>	<u>5,891,609</u>	<u>3,258,133</u>	<u>5,140,864</u>

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

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Cash and bank balances (as above)	4,316,443	5,891,609	3,258,133	5,140,864
Less: Short-term deposit - restricted	(46,468)	(46,422)	-	-
	<u>4,269,975</u>	<u>5,845,187</u>	<u>3,258,133</u>	<u>5,140,864</u>

The short-term deposits have interest rates ranging from 0.10% to 2.00% per annum (2025: 0.10% to 3.40% per annum) and have an average maturity of 3 months (2025: 3 months).

The restricted short-term deposit is a collateral to secure a credit card terminal with a financial institution for Instalment Payment Plan for its customers.

14. Property, plant and equipment

	Equipment and furniture \$	Renovation \$	Software \$	Total \$
Group				
2026				
Cost				
Beginning of financial year	1,969,390	4,473,864	1,380,453	7,823,707
Additions	240,869	8,673	25,000	274,542
Disposal/written off	-	(25,330)	-	(25,330)
End of financial year	<u>2,210,259</u>	<u>4,457,207</u>	<u>1,405,453</u>	<u>8,072,919</u>
Accumulated depreciation				
Beginning of financial year	1,875,584	3,652,405	1,119,633	6,647,622
Depreciation charge:				
- unrestricted fund (Note 8)	40,361	95,604	37,480	173,445
- restricted fund (Note 8)	98,167	212,547	82,406	393,120
Disposal/written off	-	(25,324)	-	(25,324)
End of financial year	<u>2,014,112</u>	<u>3,935,232</u>	<u>1,239,519</u>	<u>7,188,863</u>
Net book value				
End of financial year	<u>196,147</u>	<u>521,975</u>	<u>165,934</u>	<u>884,056</u>
2025				
Cost				
Beginning of financial year	1,965,016	3,838,580	1,173,128	6,976,724
Additions	95,113	824,102	207,325	1,126,540
Disposal/written off	(90,739)	(188,818)	-	(279,557)
End of financial year	<u>1,969,390</u>	<u>4,473,864</u>	<u>1,380,453</u>	<u>7,823,707</u>
Accumulated depreciation				
Beginning of financial year	1,844,003	3,527,127	1,001,140	6,372,270
Depreciation charge:				
- unrestricted fund (Note 8)	37,962	86,364	41,695	166,021
- restricted fund (Note 8)	84,208	227,714	76,798	388,720
Disposal/written off	(90,589)	(188,800)	-	(279,389)
End of financial year	<u>1,875,584</u>	<u>3,652,405</u>	<u>1,119,633</u>	<u>6,647,622</u>
Net book value				
End of financial year	<u>93,806</u>	<u>821,459</u>	<u>260,820</u>	<u>1,176,085</u>

14. Property, plant and equipment (continued)

Company	Equipment and furniture \$	Renovation \$	Software \$	Total \$
2026				
Cost				
Beginning of financial year	1,907,772	4,432,784	1,332,880	7,673,436
Additions	240,869	8,673	22,500	272,042
Disposal/written off	-	(25,330)	-	(25,330)
End of financial year	<u>2,148,641</u>	<u>4,416,127</u>	<u>1,355,380</u>	<u>7,920,148</u>
Accumulated depreciation				
Beginning of financial year	1,814,013	3,644,191	1,080,886	6,539,090
Depreciation charge:				
- unrestricted fund (Note 8)	40,361	87,387	33,880	161,628
- restricted fund (Note 8)	98,167	212,547	82,406	393,120
Disposal/written off	-	(25,324)	-	(25,324)
End of financial year	<u>1,952,541</u>	<u>3,918,801</u>	<u>1,197,172</u>	<u>7,068,514</u>
Net book value				
End of financial year	<u>196,100</u>	<u>497,326</u>	<u>158,208</u>	<u>851,634</u>
2025				
Cost				
Beginning of financial year	1,885,061	3,666,132	1,132,055	6,683,248
Additions	95,113	783,021	200,825	1,078,959
Disposal/written off	(72,402)	(16,369)	-	(88,771)
End of financial year	<u>1,907,772</u>	<u>4,432,784</u>	<u>1,332,880</u>	<u>7,673,436</u>
Accumulated depreciation				
Beginning of financial year	1,765,003	3,354,694	965,493	6,085,190
Depreciation charge:				
- unrestricted fund (Note 8)	37,066	78,147	38,595	153,808
- restricted fund (Note 8)	84,208	227,714	76,798	388,720
Disposal/written off	(72,264)	(16,364)	-	(88,628)
End of financial year	<u>1,814,013</u>	<u>3,644,191</u>	<u>1,080,886</u>	<u>6,539,090</u>
Net book value				
End of financial year	<u>93,759</u>	<u>788,593</u>	<u>251,994</u>	<u>1,134,346</u>

15. Leases – The Group as a lessee

The Group has certain leases of office premises with lease terms of 12 months or less and leases of office equipment of low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases. Lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

During the previous financial year, the Group vacated the office premises for which a right-of-use asset and corresponding lease liability had previously been recognised. Accordingly, the right-of-use asset and lease liability were fully derecognised by 31 March 2025, and no depreciation charge on right-of-use assets or interest expense on lease liabilities was recognised during the current financial year.

15. Lease – The Group as a lessee (continued)

(a) Depreciation charge during the financial year

	Group and Company	
	2026	2025
	\$	\$
Office premises	-	310,502

(b) Interest expense during the financial year

	Group and Company	
	2026	2025
	\$	\$
Office premises	-	6,021

(c) Lease expenses not capitalised in lease liabilities:

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Expense relating to leases of low-value assets (included in rental of equipment & upgrading)				
- unrestricted fund (Note 8)	10,278	9,813	9,421	8,212
- restricted fund (Note 8)	16,517	16,342	16,517	16,342
Expense relating to short term leases – (included in rental and service charges)				
- unrestricted fund (Note 8)	179,055	256,372	168,045	226,510
- restricted fund (Note 8)	352,838	362,207	352,838	362,207
	<u>558,688</u>	<u>644,734</u>	<u>546,821</u>	<u>613,271</u>

- (d) The Group and the Company's total cash outflow for all leases in the respective financial years ended 31 March 2026 and 2025 was \$558,688 (2025: \$911,872) and \$546,821 (2025: \$880,409) respectively.

16. Investments in subsidiary corporations

The Group has the following wholly owned subsidiary corporations as at 31 March 2026 and 2025:

<u>Name of subsidiaries</u>	<u>Principal activities</u>	<u>Country of incorporation</u>
DAS Academy Ltd. *	Provision of professional training programmes and degree courses	Singapore
DAS International Services Ltd. *	Provision of assessments and professional services to students in Singapore and the region	Singapore

There is no cost of investment as these subsidiaries are incorporated as companies limited by guarantee under the Companies Act 1967. The Company has undertaken to contribute such amounts not exceeding \$100 to the assets of each subsidiary in the event the subsidiary is wound up and the monies are required for payment of the liabilities of the subsidiary.

* Audited by CLA Global TS Public Accounting Corporation.

17. Trade and other payables

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Trade payables				
- Non-related parties	120,847	229,153	118,981	192,513
Accruals	278,661	462,752	242,667	442,979
	<u>399,508</u>	<u>691,905</u>	<u>361,648</u>	<u>635,492</u>
Other payables				
- Non-related parties	58,553	88,105	58,553	88,105
Provision for unconsumed leave	504,755	495,934	472,967	470,875
Other accruals	2,285,539	1,686,367	2,195,488	1,639,806
GST payables	291,859	432,699	257,804	392,055
	<u>3,140,706</u>	<u>2,703,105</u>	<u>2,984,812</u>	<u>2,590,841</u>
	<u><u>3,540,214</u></u>	<u><u>3,395,010</u></u>	<u><u>3,346,460</u></u>	<u><u>3,226,333</u></u>

18. Other liabilities

The other liabilities primarily relate to advance consideration received from customers and advance billing to the customers.

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Advance receipts and billings	3,442,475	3,867,830	3,255,140	3,534,394
Funding received in advance	320,000	-	-	-
	<u>3,762,475</u>	<u>3,867,830</u>	<u>3,255,140</u>	<u>3,534,394</u>

The funding received in advance of \$320,000 relates to funding received from Oak Foundation to support the development and delivery of affordable training programmes for children with dyslexia and other learning difficulties globally.

(i) Revenue recognised in relation to other liabilities

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Revenue recognised in current year that was included in the contract liability balance at the beginning of the year				
- Programme, course, assessment and workshop fees	<u>3,867,830</u>	<u>3,145,001</u>	<u>3,534,394</u>	<u>2,906,631</u>

(ii) Unsatisfied performance obligations

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 March				
- Programme, course, assessment and workshop fees	3,442,475	3,867,830	3,255,140	3,534,394
Funding received in advance – Oak Foundation	<u>320,000</u>	<u>-</u>	<u>-</u>	<u>-</u>

Management expects that the transaction price allocated to unsatisfied performance obligations as at 31 March 2026 and 2025 will be recognised as income in the next financial year and that the funding received in advance from Oak Foundation will be recognised in accordance with the terms and intended purposes of the funding arrangement.

19. Main Literacy Programme (MOE-Aided) (“MLP-MA”) fund

The Main Literacy Programme (MOE-Aided) fund relates to funding provided by the MOE under the terms of the Funding Agreement between MOE and the Company. The fund is restricted for the conduct of the MLP-MA, the Company’s core intervention programme for learners with dyslexia, in accordance with the Funding Agreement and the Implementation Guide. The fund shall be used for, but not limited to, the subsidising of programme fees, provision of teaching and learning resources, training and development of staff delivering the programme, and supporting the operations necessary for the delivery of MLP-MA services.

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Balance at beginning of financial year	121,764	1,984,094	121,764	1,984,094
Total comprehensive loss for the year:				
- Net deficit for the year	<u>(1,237,200)</u>	<u>(1,862,330)</u>	<u>(1,518,713)</u>	<u>(1,862,330)</u>
Balance at end of financial year	<u>(1,115,436)</u>	<u>121,764</u>	<u>(1,396,949)</u>	<u>121,764</u>

The MLP-MA had an accumulated deficit of \$1,115,436 and \$1,396,949 for the Group and the Company respectively as at 31 March 2026. The deficit arose primarily from increases in the cost of delivering the programme over the years, including inflationary pressures and higher manpower costs, while programme fees from students have remained unchanged since 2006, and the prevailing MOE grant funding rates remained unchanged since 2015. These factors have resulted in the costs of delivering the programme exceeding the income and grant funding attributable to the fund.

The Company continues to work closely with MOE on measures to support the longer-term financial sustainability of the MLP-MA. These include a phased 27% increase in programme fees with MOE’s support, and an in-principle additional grant top-up from MOE, which was communicated by MOE to the Company’s Board and Management in March 2026. The Company also continues its efforts to improve programme enrolment, including through MOE referrals, and its collaboration with community-based partners to broaden outreach and facilitate access to the programme. As at August 2026, programme enrolment has increased by approximately 3% compared to the same period in the previous year.

20. General fund

The general fund is made up of funds from donations and fees from programme and assessment and is used for the general purposes of the Company.

21. Jimmy and Roshen Daruwalla fund

The fund is in memory of Dr Jimmy Daruwalla and Mrs Roshen Daruwalla who were so dedicated to the cause of Dyslexia.

The fund shall be used for but not limited to the funding of postgraduate studies and training of the Company’s staff, awarding of local scholarships to the Company’s students, purchase of resources for the library and faculty, and funding the remediation and/or assessment fees of a dyslexic child.

22. Education fund

The Education Fund is maintained to support the educational purposes and objectives of the Company. It is designated to finance initiatives that promote access to education and learning support, including the provision of bursaries and fee subsidies to assist students from lower-income families. The Fund may also be applied towards the development and enhancement of educational programmes, training and capacity building of educators and staff, as well as outreach and awareness activities that further the Company's educational mission, with its usage restricted to specific purposes, programmes, or activities as determined by the donors.

23. Library fund

The library fund can only be used by the Henderson DAS Library for the purchase of books and materials.

24. Related party transactions

For the purpose of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions as defined in the FRS on related party disclosures, or vice versa. Related parties may be individuals or other entities.

Many of the Company's transactions and arrangements are with the subsidiaries and the effects of these on the basis determined between the parties are reflected in these financial statements. The balances with these parties are unsecured, interest-free and repayable on demand.

(a) Significant transactions with its subsidiaries

These transactions are eliminated on consolidation. However for information, the disclosures are made of the transactions carried in the normal course of business on terms agreed with related parties are as follows:

	Company	
	2026	2025
	\$	\$
Contribution from subsidiaries *	50,000	95,000
Salaries paid by the subsidiary on behalf of the Company	(48,976)	(108,044)
Course fees charged to the Company by a subsidiary	(430,176)	(458,388)
Course fees charged to a subsidiary	16,226	3,886
Administrative expenses charged to a subsidiary	25,361	15,190
Amounts paid out and settlement of liabilities on behalf of subsidiaries	948,064	1,025,373
Amounts paid in and settlement of liabilities on behalf of the Company	<u>(472,588)</u>	<u>(402,982)</u>

* Contributions from subsidiaries are in relation to the grants given to the subsidiaries in 2012 and 2013 to enable the subsidiaries to undertake programs of work identified by the Company as necessary to meet the reporting entity's objectives. For information only, the balance of grants to be returned amounts to \$815,000 (2025: \$865,000).

24. Related party transactions (continued)

(b) Key management personnel compensation

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Salaries and other short term employee benefits	<u>1,667,391</u>	<u>1,426,047</u>	<u>1,443,894</u>	<u>1,215,776</u>

Key management personnel include the Chief Executive Officer and the senior management. The staff do not serve as Board members of the Company, except for the Chief Executive Officer who is an ex-officio Board member.

The total annual remuneration for each of the Company's 3 highest paid staff, who are also key management personnel, is as follows:

	Company	
	2026	2025
	\$	\$
Annual remuneration		
\$100,001 to \$200,000	-	-
\$200,001 to \$300,000	1	1
\$300,001 to \$400,000	<u>2</u>	<u>2</u>

None of the Company's staff are close members of the family of the Chief Executive Officer or Board members. Accordingly, there were no such staff who received remuneration exceeding \$50,000 during the financial year.

It is not the normal practice for the Board members or people connected with them, to receive remuneration, or other benefits, from the Company for which they are responsible, or from institutions connected with the Company. This does not include the Chief Executive Officer who is an ex-officio Board member and part of the Company's key management personnel.

The Company has not made payment for individual expenses incurred by Board members for services provided to the Company, either by reimbursement of the Board members or by providing the Board members with an allowance or by direct payment to a third party.

(c) Significant transactions with other related parties

Professional fees paid and payable to companies in which a board member has interest amounted to \$7,960 (2025: \$6,510).

25. Capital commitment

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group and Company	
	2026	2025
	\$	\$
Plant and equipment	<u>40,651</u>	<u>64,128</u>

26. Financial risk management

The main purpose for holding 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, currency risk and price risk exposures. Management has certain written policies and procedures for the management of financial risks.

Financial risk factors

The Group's activities expose it to market risk (including currency risk, price risk, and cash flow and fair value interest rate risk), credit risk, liquidity risk and capital risk. The Group's overall risk management strategy seeks to minimise adverse effects from the unpredictability of financial markets on the Group's financial performance.

(a) Market risk

(i) Currency risk

The effect of foreign currency risk on net income is not significant.

(ii) Price risk

There are investments in funds which are classified as financial assets at FVTPL. Such investments are exposed to market price risk arising from uncertainties about future values of the funds. To manage its price risk arising from investments in funds, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Group.

If prices had changed by 7% (2025: 7%) with all other variables including tax rate being held constant, the effects on net deficit and other comprehensive income would have been:

	Group and Company	
	Increase/(decrease) deficit	
	2026	2025
	\$	\$
- increased by	(854,579)	(801,037)
- decreased by	854,579	801,037

(iii) Interest rate risks

The interest from financial assets including cash balances is not significant.

(b) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the reporting entity. The Group has adopted a policy of only dealing with creditworthy counterparties. The Group performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The reporting entity considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

As the Group and the Company does not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the statement of financial position.

26. Financial risk management (continued)

(b) Credit risk (continued)

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with banks, cash equivalents, receivables and other financial assets. Credit risk on cash balances with banks and any other financial instruments is limited because the counter-parties are entities with acceptable credit ratings. For expected credit losses (ECL) on financial assets, the simplified approach applied by the entity (that is, to measure the loss allowance at an amount equal to lifetime ECL at initial recognition and throughout its life) is permitted by the financial reporting standard on financial instruments for financial assets that do not have a significant financing component, such as the trade receivables and other current financial assets. For credit risk on the current financial assets an ongoing credit evaluation is performed on the financial condition of the debtors and an impairment 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.

The Group has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 60 days, default of interest due for more than 30 days or there is significant difficulty of the counterparty. The Group considers available reasonable and supportive forward-looking information when there are indicators of credit risk.

The Group's credit risk exposure in relation to trade receivables under FRS 109 as at 31 March 2026 and 2025 are set out follows:

	Not past due	Past due			Total
		Within 30 days	31 to 60 days	More than 90 days	
	\$	\$	\$	\$	\$
2026					
Group					
Trade receivables	1,373,486	194,000	14,880	11,024	1,593,390
Loss allowance	-	-	12,111	6,300	18,411
Company					
Trade receivables	1,367,175	157,802	12,111	6,300	1,543,388
Loss allowance	-	-	12,111	6,300	18,411
2025					
Group					
Trade receivables	1,175,020	31,780	21,531	52	1,228,383
Loss allowance	-	-	21,450	52	21,502
Company					
Trade receivables	1,170,861	-	21,450	-	1,192,311
Loss allowance	-	-	21,450	-	21,450

26. Financial risk management (continued)

(b) Credit risk (continued)

The movement in the allowance for expected credit losses of trade receivables computed based on lifetime ECL are as follows:

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Beginning of financial year	21,502	23,435	21,450	23,435
Current year allowance (Note 8)	12,111	6,372	12,111	6,320
Amount written off	(15,182)	(6,328)	(15,130)	(6,328)
Amount written back (Note 6)	(20)	(1,977)	(20)	(1,977)
End of financial year	<u>18,411</u>	<u>21,502</u>	<u>18,411</u>	<u>21,450</u>

The reporting entity measures the allowance for expected credit losses of trade receivables at an amount equal to lifetime ECL. The reporting entity has recognised a loss allowance of 100% against all receivables that are over 60 days past due after the academic year and where historical experience has indicated that these receivables are generally not recoverable. There has been no change in the estimation techniques during the current reporting period.

As a charity, an assessment is made at initial recognition of the paying ability of the customers, students or persons it serves. A remission is made accordingly if there is no funding from the government and public authorities or if the amount is past due date.

There is no concentration of credit risk.

(c) Liquidity risk

Liquidity 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. The average credit period taken to settle trade payables is about 30 days (2025: 30 days). The other payables are with short-term durations. The classification of financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is necessary.

The reporting entity monitors its liquidity risk maintains a level of cash and cash equivalents deemed adequate by Management to finance the reporting entity's operations and to mitigate the effects of fluctuations in cash flows.

(d) Capital risk

The Group reviews its capital structure at least annually to ensure that the Group will be able to continue as a going concern. The capital structure of the Group comprises the accumulated funds. The Group's overall strategy remains unchanged from prior year.

26. Financial risk management (continued)

(e) Fair value measurement

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

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

See Note 12 to the financial statements for disclosure of the financial assets, at FVTPL that are measured at fair value.

The following table presents the financial assets measured at fair value at 31 March:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
	\$	\$	\$	\$
2026				
Financial assets, at FVTPL	<u>12,208,277</u>	<u>-</u>	<u>-</u>	<u>12,208,277</u>
2025				
Financial assets, at FVTPL	<u>11,443,389</u>	<u>-</u>	<u>-</u>	<u>11,443,389</u>

There were no transfers between Levels 1, 2 and 3 of fair value measurement hierarchy during the financial years ended 31 March 2026 and 2025.

The fair value of financial instruments traded in active markets (such as investment in funds, at FVTPL) is based on quoted prices at the reporting date. The quoted market price used for financial assets held by the Company is the current bid price. These instruments are included in Level 1.

26. Financial risk management (continued)

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the consolidated statement of financial positions, except for the following:

	Group		Company	
	2026	2025	2026	2025
	\$	\$	\$	\$
Financial assets, at amortised cost				
Trade and other receivables	2,431,253	1,713,697	2,589,588	1,821,374
Cash and cash equivalents	4,316,443	5,891,609	3,258,133	5,140,864
	<u>6,747,696</u>	<u>7,605,306</u>	<u>5,847,721</u>	<u>6,962,238</u>
Financial assets at fair value through profit or loss (FVTPL)	<u>12,208,277</u>	<u>11,443,389</u>	<u>12,208,277</u>	<u>11,443,389</u>
Financial assets at end of financial year	<u>18,955,973</u>	<u>19,048,695</u>	<u>18,055,998</u>	<u>18,405,627</u>
Financial liabilities measured at amortised cost				
Trade and other payables	<u>3,248,355</u>	<u>2,962,311</u>	<u>3,088,656</u>	<u>2,834,278</u>
Financial liabilities end of financial year	<u>3,248,355</u>	<u>2,962,311</u>	<u>3,088,656</u>	<u>2,834,278</u>

27. Columnar presentation of statements of financial position

A large majority of the assets and liabilities are attributable to the General and Education Funds. All the assets of the other funds are represented by cash balances and investment in financial assets. Accordingly, the Company did not adopt a columnar presentation of its assets, liabilities and funds in the Statements of Financial Position as it was not meaningful.

28. New or revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2026 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.