

BUILDING  
BRIDGES  
CREATING  
CONNECTIONS

# CORPORATE PROFILE

**AMP SINGAPORE** was established on 10 October 1991 as an important resolution of the First National Convention of Singapore Muslim Professionals which was held on 6 and 7 October 1990. The Convention was attended by 500 Malay/ Muslim professionals who met to brainstorm new directions for the community. AMP was formed with core programmes in education, human resource development, social development and research. AMP is a registered charitable organisation and is accorded the status of an Institution of Public Character. AMP is guided by its core principles of being independent, non-partisan and working in critical collaboration with all parties that share its mission to bring about a Dynamic Muslim Community in the 21<sup>st</sup> century. AMP will partner with any player who identifies with and supports AMP's mission in society and will support government policies which serve to advance the community and the interest of the people at large.

## **ASPIRATION FOR THE COMMUNITY**

A dynamic Muslim community

## **VISION**

A model organisation in community leadership

## **MISSION**

To be a thought leader, problem solver and mobiliser for the advancement of the community

## **CORE VALUES**

### **Conviction**

We are committed to serve the community with passion. We take pride in our role in society.

### **Integrity**

We place community interest before self and maintain high moral values and discipline.

### **Professionalism**

We aim for excellence in our work and add value to what we do.

### **Creativity**

We champion creativity and dare to explore new ideas to overcome challenges.

### **Team-Oriented**

We work as a team, believe in shared responsibility and value partnerships with others.

# CONTENT

●	Message from Chairman	2
●	Message from Executive Director	3
●	Highlights of the Year	4
●	Our Clients & Beneficiaries	6
●	Our Income & Expenditure	7
●	Our Leadership	
●	AMP Board of Directors	8
●	AMP Board Committees	10
●	AMP Management Team	11
●	The AMP Group	12
●	Divisions of AMP	14
●	Our Subsidiaries & Youth Wing	
●	Young AMP	16
●	Centre for Research on Islamic and Malay Affairs	17
●	MERCU Learning Point	18
●	Kidz Meadow Childcare & Development Centre Limited	19
●	Programmes & Services	
●	Families	20
●	Debtors	23
●	Professionals, Workers & Small Business Owners	24
●	Students	27
●	Youths	30
●	Counselling	32
●	The Year Ahead	33
●	Our Governance	
●	Composition of the Board of Directors	34
●	Governance Evaluation Checklist	38
●	Our Partners	41
●	Financial Statements	42

# MESSAGE FROM CHAIRMAN



This year marks my final year as Chairman of AMP. As I reflect on my tenure, I am filled with a profound sense of gratitude. It has been close to a decade of volunteering with AMP and it has indeed been a fulfilling and rewarding journey. Recently, we had the privilege of organising the inaugural Trailblazers Reunion, during which our pioneer members shared the challenges and struggles they faced in the years leading up to the formation of AMP. Yet, so resolute were they in their determination to make a difference in our community that their commitment never wavered. They truly were trailblazers of their time and it is my hope that we can continue living up to their spirit as we serve the community.

When AMP was formed in 1991, it offered thought leadership to the community. Our commitment to this remains as strong as ever. Our decennial Convention stands as a testament to how we do this, as well as our dedication to gathering professionals to brainstorm ideas and strategies for the betterment of our community. Our 4<sup>th</sup> Convention was held last year, with ideas and strategies developed for four groups of interest - our community advocates, families, seniors and youths. Over the past year, AMP has made inroads in exploring potential collaborations with other organisations to implement some of the strategies discussed at the Convention. Internally, we have also made structural changes to prepare AMP to undertake selected ideas and strategies for our community.

A key area of interest for AMP arising from the Convention is the role that youths can play in the community advocacy and leadership spaces. This is especially important as our community faces challenges that are made more complex by the borderless, digital world we live in. As such, we will need fresh perspectives and innovative solutions, which I believe our youths are well positioned to offer. Interestingly, almost half of the attendees of our 4<sup>th</sup> Convention last year were 40 years old or younger. This signals a great desire among our youths to have a voice in shaping the future of our community. The first step we took was to include our future community advocates and leaders in our Trailblazers Reunion event. There, they heard passionate and moving accounts from our founding members, which I hope will inspire our youths to play a part in advocating for our community. Our community will certainly stand to benefit from the ideas and perspective of our youth.

As my term as Chairman and Director in AMP comes to a close, I would like to express my heartfelt gratitude to the staff and fellow directors, both current and former, for their unwavering guidance, hard work, invaluable ideas, and meaningful contributions during my time in AMP. Despite the challenges we faced through the years, we stood together as one, always working for the betterment of AMP and our community. It is my hope that we remain a community of Muslim professionals doing good for the nation, and contributing to the community, in whatever capacity and through whichever organisation or initiative. May we always have the interests of our community in our heart in everything that we do.

**MD BADRUN NAFIS SAION**

CHAIRMAN

AMP SINGAPORE

# MESSAGE FROM EXECUTIVE DIRECTOR



The needs and aspirations of our Singapore Malay/Muslim community have evolved throughout the years. To ensure AMP is well-poised to support our community, AMP has been undergoing a strategic transformation over the past two years to develop our capabilities and enhance our impact in serving our Muslim community. One of the key initiatives that we had undertaken is in assessing our organisational health. In tandem with our pursuit of excellence, we are also developing a competency framework to identify key competencies for each role within AMP and delineate clear career progression tracks for our staff. Investing in our team's professional growth will ensure we continue making an impact in the lives of those we serve.

Recently, AMP held a Trailblazers Reunion, a meaningful event where we brought together our founding, pioneer, past and current activists to share experiences and ideas with each other. In the coming year, we will continue this effort, as the trailblazers form part of AMP's institutional knowledge and social capital. It is critical that we have a full appreciation of our organisation's history so that we can continue the good work that our founding members started three decades ago.

We will also be looking at developing the capabilities of our young professionals in the community next year. With Muslim youths representing 20% of the total youth population of Singapore, our Muslim youths are well-positioned to advocate for our community in years to come. We have taken the first steps in engaging our emerging and young Muslim professionals this year, through our networking sessions organised for students from the institutes of higher learning here. The sessions, led by Young AMP, have been useful in maintaining positive relationships with these students and in their development as future leaders of the community. We intend to gradually expand the scope of the sessions and introduce other initiatives so that we eventually develop AMP into a hub for professionals in the community. On top of this, we hope to expand our network of volunteers in the year to come, and develop focus areas that will enable us to engage our volunteers meaningfully.

Our efforts in achieving the above will not be possible without the unwavering support of our partners and donors. Our continued successes are a testament to the strength of our partnerships and the shared commitment to our mission. Your generosity has been instrumental in driving our initiatives, enabling us to make a difference in the lives of our beneficiaries. Your belief in our work empowers us to continue innovating and building a brighter future for the communities we serve. Thank you for being integral to our journey of progress and positive change.

**MOHKSIN RASHID**  
EXECUTIVE DIRECTOR  
AMP SINGAPORE

# HIGHLIGHTS OF THE YEAR



## ● AMP X RANDOMLY RELATABLE PODCAST

AMP collaborated with the Randomly Relatable Podcast to co-produce a four-episode series from February to April 2023 aimed at kickstarting conversations among youths on issues arising from AMP's 4th National Convention. Convention panel members Faris Ridzuan, Nur Suliani Md Noor, Asst Prof Walid J Abdullah and Kaven Siddique Lim were invited to share their thoughts in the podcast series.

In the first episode, Faris delved into the critical topic of youth and mental health, shedding light on the challenges faced by youths in today's fast-paced society. He also touched on the role of religion in mental health. The second episode featured Suliani who spoke about the role women have in community advocacy and whether gender roles inhibit women from advocacy work. Asst Prof Walid, in the third episode, explored the powerful influence of social media in advocacy work. He emphasised the need for responsible and informed digital engagement, illustrating how it can amplify voices and drive positive change in society. Kaven closed the series with his sharing on the importance of diversity in leadership, including representation from our youths, and how it can transform organisations and communities.



## IHL NETWORKING SEMINAR

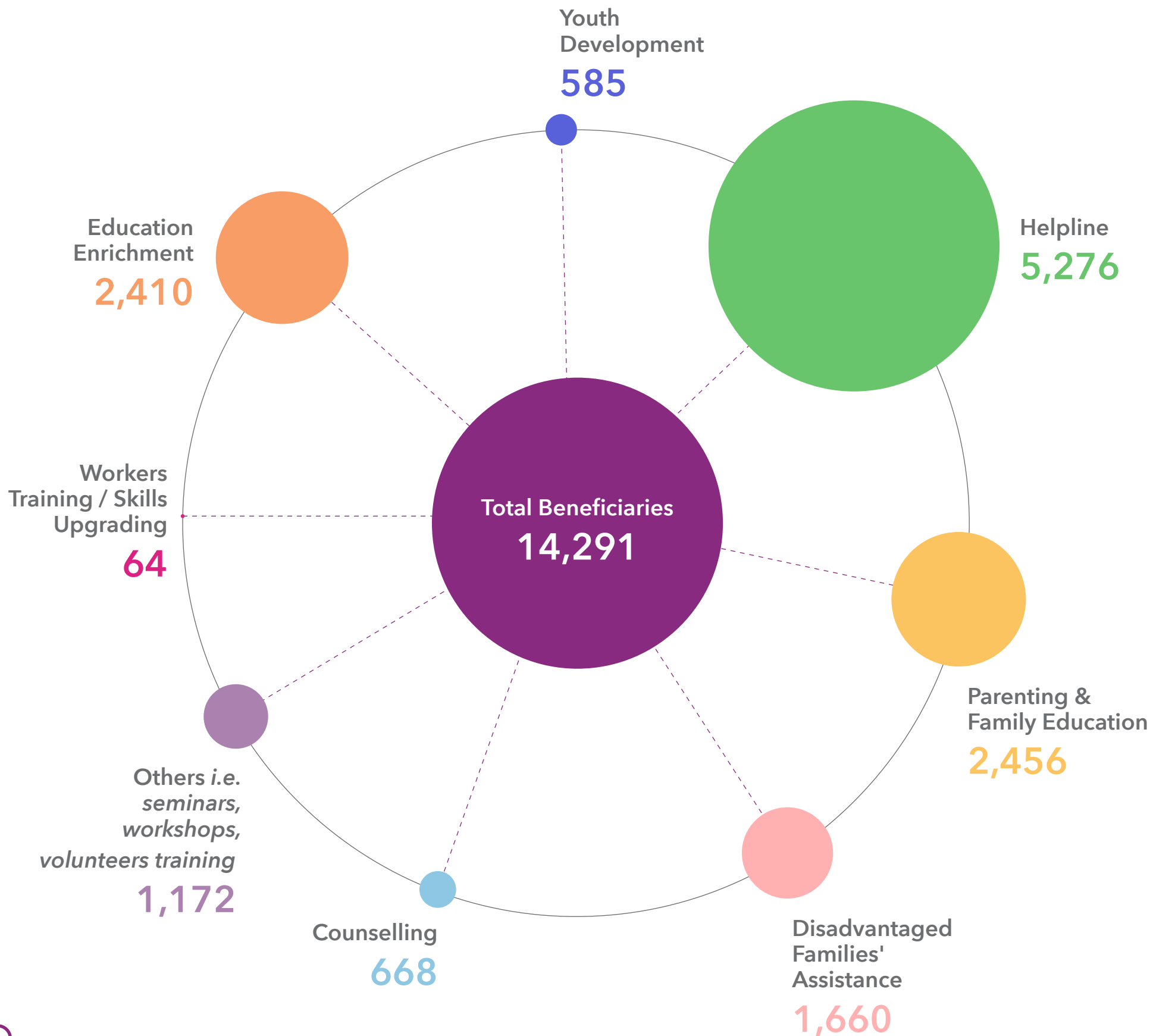
To align itself with AMP's broader objective of developing the capabilities and capacities of our community's emerging professionals, Young AMP's IHL Networking Seminar series this year focused on leadership development. The seminar series is targeted at student leaders from institutes of higher learning (IHL) such as ITEs, polytechnics, junior colleges and universities. The first of the series, *Making Meaningful Professional Connections*, was held on 23 June 2023. The session, which featured Mr Mohksin Rashid, Executive Director of AMP Singapore and Ms Addiennur Hamizah, Head of Partnerships from the Centre for AI Innovation, as speakers, focused on the importance of social networking and the purpose of career progression. Such engagements remain a meaningful way for Young AMP to maintain positive relationships with students from IHLs and in helping their development as future leaders of the community. Young AMP strives to instill the importance of giving back as leaders both at the school level and beyond that to the community at large.



## RAMADAN FESTIVE DISBURSEMENT 2023

AMP was delighted to host more than 20 volunteers from Emaan Catalyst Community at AMP's Ramadan festive disbursement event in April this year. They were joined by another 60 volunteers in the distribution of festive packs to some 800 AMP beneficiaries around the island. The festive packs, worth \$200 each, contained dry groceries, frozen food, dates and Hari Raya cookies. It was a meaningful event for all those involved as they met and spoke with beneficiaries who were grateful to receive the festive packs.

# CLIENTS & BENEFICIARIES





# INCOME & EXPENDITURE

<b>INCOME</b>	<b>\$</b>
Donations	3,194,565
Government Matching Grant	800,000
MBMF Grant through CPF	1,085,481
Other Grants	565,625
Childcare & Preschool Operations	12,211,967
Student Care Centres	3,561,523
Programme Fees & Other Project Income	1,279,298
Investment & Other Miscellaneous Income	1,012,262
<b>TOTAL</b>	<b>23,710,721</b>

<b>EXPENDITURE</b>	<b>\$</b>
Social Services & Community Outreach	2,388,481
Childcare & Preschool Programmes	10,852,012
Student Care Programmes	2,352,107
Adult Education and Training	257,228
Research	161,058
Corporate Communication & Fund Raising	680,088
Human Resource & Volunteer Management	432,223
General Overheads & Administration	5,522,466
Convention Expenses	166,191
Fair value loss on investment securities	44,855
Financial Charges & Taxation	44,371
<b>TOTAL</b>	<b>22,901,080</b>

*For more information on AMP's major financial transactions and purpose of charitable assets held, please refer to Notes 5 to 9 (Page 73-77) and Notes 11 to 21 (Page 79-95) of the audited financial statements.*

# OUR LEADERSHIP

## BOARD OF DIRECTORS



**CHAIRMAN**

**Dr Md Badrun Nafis Saion**

Specialist, Paediatric Dentistry

● Q & M Dental Group



**VICE-CHAIRMAN**

**Mr Fathurrahman Hj M Dawood**

Executive Director

● Andalus Corporation Pte Ltd



**VICE-CHAIRMAN**

**Mr Hazni Aris Hazam Aris**

Global MBA Candidate

● University of Manchester



**MEMBER**  
**Mr Edwin Ignatious M @ Muhammed Faiz, JP, PBM, PBS**  
 Deputy Director (Legal)  
 Singapore Food Agency



**MEMBER**  
**Mr Mohamad Hairil Johari, PBS**  
 Senior Education Officer  
 Ministry of Education



**MEMBER**  
**Mr Mohamed Nazzi Noor Mohamed Beck**  
 Regional Head, Strategic Initiatives, Group Islamic Banking  
 CIMB Islamic Bank Berhad



**MEMBER**  
**Mr Mohamed Noordin Yusuff Marican**  
 Head of Security and IT Operations  
 Doctor Anywhere



**MEMBER**  
**Mr Muhammad Tarmizi Abdul Wahid**  
 Chief Executive Officer  
 Mizium Pte Ltd



**MEMBER**  
**Ms Siti Mariam Mohamad Salim**  
 Principal Therapist  
 Private Space Medical

# BOARD COMMITTEES

## AUDIT COMMITTEE

The Audit Committee oversees compliance with statutory governance requirements and ensures adherence to established internal controls to protect the assets of the company and promote transparency.

### CHAIRMAN (INTERIM)

**Mr Fadhilah Goh**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Abid Hussain**

*(appointed on 23 August 2022)*

**Ms Karen Chia**

*(appointed on 1 July 2019; resigned on 31 October 2023)*

## CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee provides recommendations on effective implementation of good governance, advising on internal financial, management and other risks, and oversees compliance with statutory governance requirements.

### CHAIRMAN

**Mr Mohd Noordin Yusuff Marican**

*(appointed on 1 November 2022)*

### MEMBERS

**Mr Moiz A Tyebally**

*(appointed on 1 January 2022)*

**Mr Ng Cheng Hwa**

*(appointed on 1 January 2022)*

**Mr S. Sivanesan**

*(appointed on 1 January 2022)*

**Mr Zamir Hassan Chew**

*(appointed on 1 January 2022)*

## DIGITAL & TECHNOLOGY STRATEGY COMMITTEE

The Digital & Technology Strategy Committee's primary role is to provide the necessary leadership, governance and oversight over all aspects of technology and digital initiatives (including information security), ensuring continued growth which is consistent with AMP's vision and values.

### CHAIRMAN

**Mr Mohamad Noordin Yusuf Marican**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Hazrul Azhar Jamari**

*(appointed on 1 January 2022)*

**Mr Henry Christian**

*(appointed on 1 January 2022)*

**Mr M Faiz M Fadzil**

*(appointed on 1 January 2022)*

**Mr Zaid Mohamed Yassin**

*(appointed on 1 January 2022)*

## FINANCE & INVESTMENT COMMITTEE

The Finance & Investment Committee ensures all activities by the organisation are conducted within the operational budget and explores investment opportunities to enhance the financial stability of the organisation.

### CHAIRMAN

**Mr Nazzi Beck**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Binayak Dutta**

*(appointed on 1 January 2022)*

**Mr Khairuddin Sukor**

*(appointed on 1 January 2022)*

**Mr Mohamad Azmi Muslimin**

*(appointed on 1 January 2022)*

## FUND RAISING COMMITTEE

The Fund Raising Committee assists in the sourcing of funds, planning, coordination and implementation of all fund raising activities in support of the projects and activities of AMP.

### CHAIRMAN

**Dr Md Badrun Nafis Saion**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Khairu Rejal**

*(appointed on 7 March 2023)*

**Mr Mohd Anuar Yusop**

*(appointed on 1 January 2022)*

**Mr Mohksin Rashid**

*(appointed on 1 January 2022)*

## HUMAN RESOURCE COMMITTEE

The Human Resource Committee develops and reviews the compensation and benefits structure and terms for the employees of the organisation. It also reviews their training needs annually to facilitate competency and capacity building.

### CHAIRMAN

**Mr Othman Marican**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Fathurrahman Hj M Dawood**

*(appointed on 1 January 2022)*

# MANAGEMENT TEAM

## MEDIA & RELATIONS RESOURCE PANEL

The Media & Relations Resource Panel provides recommendations to Management on the identification and implementation of innovative and effective marketing, outreach and communication strategies in order to promote greater awareness of AMP's objectives and foster closer community relations with internal and external stakeholders.

### CHAIRMAN

**Mr Hazni Aris**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Muhammad Tarmizi Abdul Wahid**

*(appointed on 1 January 2022)*

**Mr Navin Nambiar**

*(appointed on 7 March 2023)*

**Mr Ridhwan Mohd Basor**

*(appointed on 7 March 2023)*

## NOMINATING COMMITTEE

The Nominating Committee proposes candidates for election to the Board of Directors and recommends Additional Directors to the Board as and when necessary for appointment by the Board.

### CHAIRMAN

**Dr Md Badrun Nafis Saion**

*(appointed on 1 January 2022)*

### MEMBERS

**Mr Hazni Aris**

*(appointed on 1 January 2022)*

**Ms Siti Mariam Salim**

*(appointed on 1 January 2022)*

**Mr Mohksin Mohd Rashid**

Executive Director

*(appointed on 1 September 2021)*

**Ms Hameet Khanee J H**

Senior Manager, Social Services Division

*(appointed on 1 December 2020)*

**Mr Ahmad Khushairi Abidin**

Manager, Project ARIF

*(appointed on 15 February 2023)*

**Ms Fauziah Rahman**

Manager, Programmes & Partnerships

*(appointed on 1 January 2015)*

**Ms Farahyn Banu Mohd Hasrat**

Manager, Community Engagement & Young AMP

*(appointed on 1 January 2020)*

**Ms Maisarah Dasukie**

Manager, People & Culture

*(appointed on 24 March 2014)*

**Mr Mohd Khalid Bohari**

Manager, Technology

*(appointed on 1 January 2005)*

**Mr Samir Syirazi Mustafa Kamal**

Manager, Fund Raising & Partnerships

*(appointed on 3 August 2023)*

**Mr Sarjono Salleh Khan**

Manager, Facilities Management & Administration

*(appointed on 1 January 2015)*

**Mr Shahjehan Ibrahim Kutty**

Manager, Finance & Governance

*(appointed on 1 January 2014)*

**Mr Shaikh Loqman Shaikh Hasan**

Manager, Aftercare (Reintegration)

*(appointed on 1 February 2023)*

**Ms Winda Guntor**

Manager, Branding & Communications

*(appointed on 1 January 2010)*

**Ms Yassemin Md Said**

Manager, Family & Youth

*(appointed on 1 February 2023)*

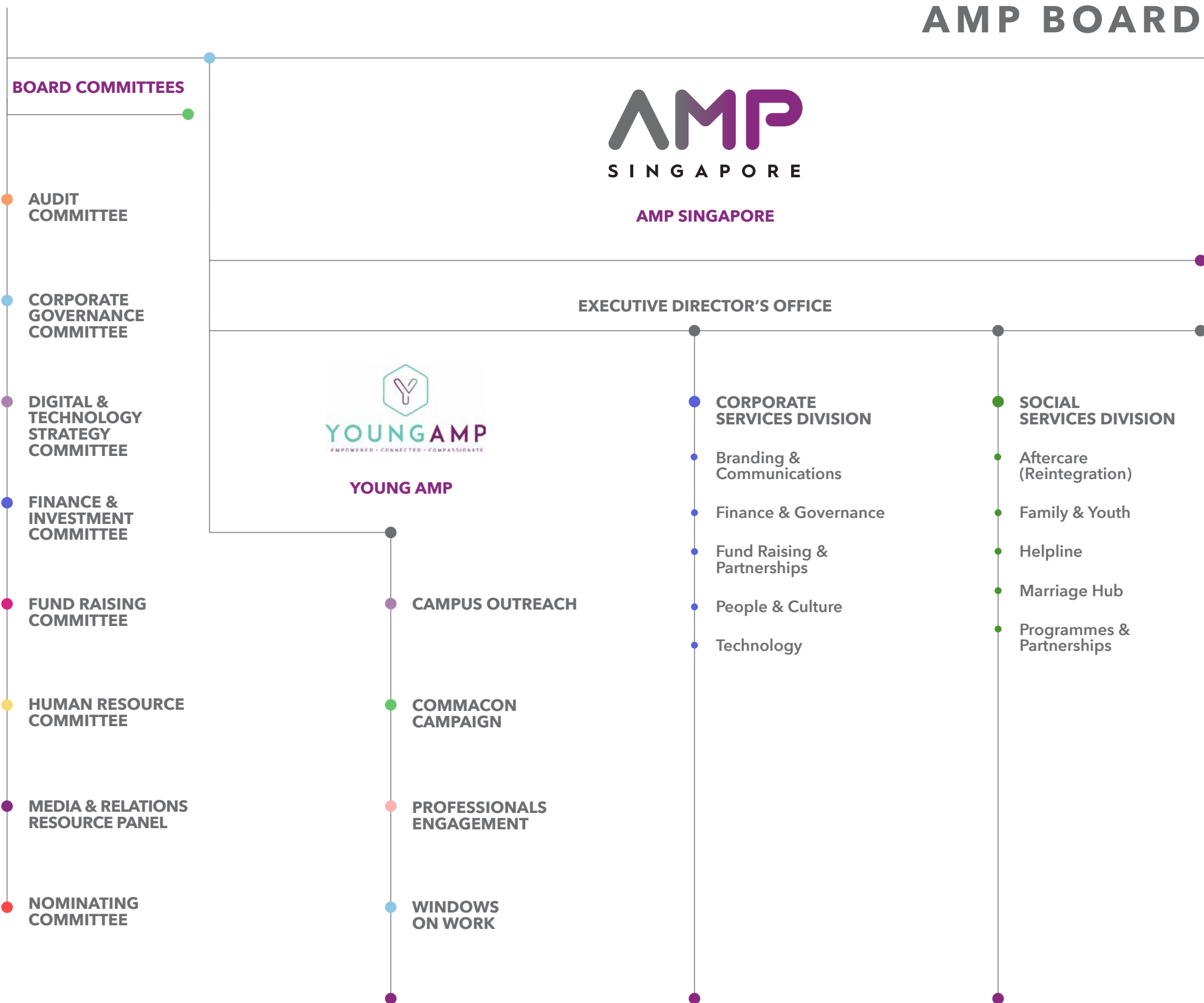
**Ms Zaleha Ahmad**

Centre Director, Marriage Hub

*(appointed on 1 July 2008)*

# THE AMP GROUP

## AMP BOARD



# OF DIRECTORS



**CENTRE FOR RESEARCH ON ISLAMIC AND MALAY AFFAIRS**

**RIMA BOARD OF DIRECTORS**

- APPLIED RESEARCH
- EVENTS
- PUBLICATIONS
- TREND & POLICY ANALYSES
- 



**MERCU LEARNING POINT**

**MERCU BOARD OF DIRECTORS**

- CORPORATE SUPPORT SERVICES
  - Finance
  - Human Resource & IT
  - Marketing Communications
- ENRICHMENT
- KCARE CENTRE
- STUDENT CARE
- 



**KIDZ MEADOW CHILDCARE & DEVELOPMENT CENTRE LIMITED**

**KMCDCL BOARD OF DIRECTORS**

- FINANCE
- HUMAN RESOURCES
- IT & FACILITIES
- MARKETING COMMUNICATIONS
- QUALITY ASSURANCE & PRODUCT DEVELOPMENT
-

# DIVISIONS OF AMP

AMP offers programmes in educational enrichment and assistance, skills development, family and economic empowerment, debt and financial management, youth development and research to the community. These programmes aim to catalyse and accelerate the development of the community and optimise human potential. Since its inception, AMP has served more than 436,000 clients from all walks of life and communities.



## CORPORATE SERVICES DIVISION

The Corporate Services division provides support for all programmes and services. The division comprises the Branding & Communications, Finance & Governance, Fund Raising & Partnerships, People & Culture and Technology departments.

The department also administers the Debt Advisory Centre (DAC), which was set up to tackle debt issues within the Malay/Muslim community in Singapore, with the broader objective of strengthening the community's overall financial standing. The services offered under the DAC include a first-of-its-kind debt support group for the Malay/Muslim community, counselling sessions, introductory seminars on debt and finance, targeted seminars on debt-related issues, and other ad-hoc activities to raise awareness of the DAC.

## SOCIAL SERVICES DIVISION

### Aftercare (Reintegration)

The Aftercare (Reintegration) department runs the Development and Reintegration Programme (DRP), which assists Muslim offenders and their families through individualised intervention plan, in-care and aftercare engagements, and other financial and socio-educational assistance.

For youths, the department conducts academic and non-academic developmental programmes through weekly enrichment classes, and personal development programmes such as camps, workshops and other enrichment activities. These programmes aim to keep youths with high-level needs within the school system. The department also provides counselling for youths and parents. The programmes and services are also offered at AMP @ Jurong Point, AMP's youth hub in the west.

### Family & Youth

The Family & Youth department manages the Adopt a Family & Youth Scheme (AFYS), which provides assistance to less privileged families. Each family under AFYS is assisted through a comprehensive range of services, such as financial assistance, counselling, socio-educational assistance and skills upgrading courses for adult members.



### Marriage Hub

The Marriage Hub of AMP manages INSPIRASI@AMP, which provides marriage preparation and enrichment for minor Muslim couples where at least one party is below the age of 21 at the point of marriage application. Starting from July 2016, INSPIRASI programmes and services have been extended to young Muslim couples where grooms are aged 21 to 24 years old (with brides who are at least 21 years old).

Officially launched in August 2007 with support from the Ministry of Social and Family Development, INSPIRASI@AMP aims to:

- provide holistic intervention for minor/young couples;
- provide an avenue for minor/young couples and families to make informed decisions about marriage through premarital counselling;
- assist minor/young couples in building a strong and stable marriage, as well as being effective parents through the various marriage enrichment and support programmes, as well as counselling and
- serve as a touch point to provide couples with information on relevant schemes, programmes and services, and refer them where necessary.

### Programmes & Partnerships

The Programmes & Partnerships department supports the academic aspirations of students by providing bursaries and scholarships aimed at alleviating their financial burden. The department also economically empowers individuals to be self-reliant through skills upgrading, as well as to support and develop the entrepreneurial spirit among the disadvantaged. The department networks with all related ministries, statutory boards and non-government organisations to tap on national thinking and resources.



# YOUNG AMP



The youth wing of AMP, Young AMP, regularly organises seminars & workshops to encourage critical thinking among youths. Participants of these activities are equipped with skills and knowledge aimed at developing their capacity as future leaders of the community. They are also exposed to other relevant issues at the national and global levels.

- **A total of 190 youths and young professionals participated in the various programmes and activities organised by Young AMP during the year in review.**



## VISION

Empowered & Connected Young Professionals;  
A Compassionate Community

## MISSION

To cultivate the spirit of active citizenry in young professionals

## OBJECTIVES

- To engage youth and emerging professionals
- To provide a platform to generate ideas and articulate aspirations
- To be an avenue for young professionals who are interested to carry on AMP's mission and leadership in society

## ACTION PLAN

### We Plan

Young AMP uses rational objectives to best serve the future needs of aspiring and emerging Singaporean youths while taking into consideration the dynamic changes in the local and global landscape.

### We Partner

Young AMP leverages on its professional networks to develop partnerships to maximise the impact of community initiatives.

### We Execute

Young AMP is committed to translating plans into action and to steer the community into the future.

# CENTRE FOR RESEARCH ON ISLAMIC AND MALAY AFFAIRS



As a research subsidiary of AMP, the Centre for Research on Islamic and Malay Affairs (RIMA) conducts research in key areas such as economics, education, religion, family, social integration, and leadership and civil society.

RIMA contributes to scholarly discourses on numerous issues relevant to the community. It organises conferences and seminars to add depth to discourses and to create awareness of issues. Roundtable and focus group discussions are also held to foster greater understanding of issues and keep abreast of emerging trends. Additionally, RIMA has produced a number of publications and contributed articles in both print and online media.

**A total of 500 individuals benefited from the various programmes and events organised by RIMA during the year in review.**



## BOARD OF DIRECTORS CHAIRMAN

**Dr Mohd Nawab Mohd Osman**  
Head, Counter-Terrorism and Dangerous Organisations, APAC Meta  
(appointed on 29 September 2015)



## MEMBERS

**Dr Ab Razak Chanbasha, PBM**  
Technical Director  
ARC Sciences Pte Ltd  
(appointed on 27 August 2014)



**Dr Johannis Auri Abdul Aziz**  
Research Fellow  
Office of Education Research,  
National Institute of Education,  
Nanyang Technological University  
(appointed on 1 January 2022)



**Mr Muhammad Tarmizi Abdul Wahid**  
Chief Executive Officer  
Shariff Holdings Pte Ltd  
(appointed on 1 January 2022)



## VISION

To be a centre of research excellence for the advancement of Singapore's Malay and Muslim communities

## MISSION

To undertake strategic research aimed at providing thought leadership in contemporary Malay and Muslim affairs

## CORE VALUES

### Independence

We are non-partisan and objective in our outlook and research.

### Conviction

We are focused in our commitment to advancing the interests of the Malay and Muslim communities.

### Collective Effort

We are team-oriented and value the opinions of all our staff and partners.

### Collaborativeness

We respect the work of other organisations and embrace partnerships and the sharing of information.

### Forward Thinking

We are visionary and progressive in our approach. We aim to look beyond the immediate in order to foresee future challenges and key emerging issues, formulating strategies relevant to both the Malay and Muslim communities.

# MERCU LEARNING POINT



**MERCU served about 1,200 children every month at its 6 centres located island-wide during the year in review.**



MERCU Learning Point is a private education centre owned by AMP that offers a comprehensive range of programmes and services for children aged 2 months to 12 years. Its network comprises two kindergarten care centres, four school-based student care centres, and one enrichment wing.

MERCU's WheelCanopus facilitates the development of Primary 1 to 6 students through an array of values-based programmes that incorporates the school's values.

Since 2 January 2019, MERCU began its Kindergarten Care (KCare) at Northoaks Primary School and Huamin Primary School, offering K1 and K2 children a safe and conducive environment to play, explore and discover.

MERCU prides in establishing a collaborative environment with parents and schools as important catalysts in the children's development. With the tagline *Starting Young, Aiming High*, programmes are robustly designed to maximise the children's capabilities and propel them to greater heights.

## BOARD OF DIRECTORS CHAIRMAN

Mr Phiroze Abdul Rahman  
Machined Components  
Commodity Manager S.E.A  
II-VI Incorporated  
(appointed on 1 April 2015)



## MEMBERS

Ms Gil Sim Chengyan  
Executive Director  
Community Alive Project  
(appointed on 1 April 2018)



Mr Jason Robert Highberger  
Chief Executive Officer  
Highberger Enterprises  
(appointed on 1 May 2018)



Mr Zhuang Li Hao  
President & Chief Executive Officer  
FWD Life Insurance Corporation  
(appointed on 5 September 2018)



## VISION

A first-class provider in child and youth education

## MISSION

Maximise shareholders' value

Be a reliable and trusted partner

Provide quality and innovative programmes

Be a socially responsible corporate citizen

## SHARED VALUES

### Meaningful Relations

We establish meaningful and long-term relationships with our customers.

### Excellence

We ensure professional excellence in carrying out our daily duties and responsibilities.

### Resourceful

We explore effective and efficient methods to deliver services that benefit both our customers and business units to achieve financial growth and sustainability.

### Customer Service

We maximise customer satisfaction by providing prompt services and continuously exceeding their expectations.

### Unique

We offer a variety of innovative and specialised programmes that meet your individual needs.

*Ms Anggred Sutardja stepped down as Independent Advisor on 1 February 2023 while Ms Sabine Maria Wenter stepped down as Board Member on 15 September 2023.*

# KIDZ MEADOW CHILDCARE & DEVELOPMENT CENTRE LIMITED



## BOARD OF DIRECTORS CHAIRMAN

### Dr Md Badrun Nafis Saion

Specialist, Paediatric Dentistry  
Q & M Dental Group  
(appointed on 29 April 2021)



## MEMBERS

### Mr Mohamad Hairil Johari

Senior Education Officer  
Ministry of Education  
(appointed on 1 March 2023)



### Ms Siti Mariam Mohamad Salim

Principal Therapist  
Private Space Medical  
(appointed on 29 April 2021)



Today, KMCDCL has grown to eleven childcare centres, serving about 60 infants and 1,150 preschoolers across Singapore.

## VISION

A first-class provider in early childhood care & education

## MISSION

Provide a quality and innovative programme that nurtures children to be socially responsible citizens, active learners and thinkers

## OUR PHILOSOPHY

We believe in providing an engaging and positive environment for the children to develop their potential to the fullest in all aspects of development.

## OUR CORE VALUES

### C - Community & Parental Involvement

We build strong and trusting partnerships with the parents and community to enhance the development of the children.

### A - Active Learners

We understand that children are natural and active learners. Through project work, thematic and integrated learning, they are given opportunities to explore, gather information and share knowledge.

### R - Resourceful

We continuously upgrade our teaching and learning resources in line with the latest developments in the field of early childhood education to enhance children's learning experiences.

### E - Excellence

We strive for excellence in everything that we do.

Kidz Meadow Childcare & Development Centre Limited (KMCDCL) has been providing quality and innovative education to preschoolers since 1999. KMCDCL has its humble beginnings under the ownership of AMP Singapore, caring for and teaching 89 preschoolers under the brand name of AMP Childcare Centre.

In 2008, KMCDCL rebranded to Kidz Meadow Childcare & Development Centre with the strong ethos to provide children with fun and creative learning. True to its tagline, 'where fun and creative learning begins', KMCDCL believes that learning through creative play and discovery will develop language, cognitive and social skills in children, in preparation for lifelong learning.

KMCDCL is one of the appointed Partner Operators (POP) by the Early Childhood Development Agency (ECDA) and has also been awarded the SPARK certification from ECDA. KMCDCL was incorporated on 29 April 2021 as a company Limited by Guarantee, and on 15 October 2021, it became a registered charitable organisation with the Commissioner of Charities. These milestones affirm its long-term commitment and dedication to developing young children from all backgrounds through our established programmes and supporting our educators with continuous professional training and development.

KMCDCL strives to reach out to more children, nurturing them based on its mission, which is to provide a quality and innovative programme that nurtures children to be socially responsible citizens, active learners and thinkers. Its quality childcare daily operations are trusted in the good hands of over 200 teaching and support staff.



# OUR PROGRAMMES & SERVICES

## FAMILIES



### ADOPT A FAMILY & YOUTH SCHEME

AMP introduced the Adopt a Family & Youth Scheme (AFYS) in 1999 to encourage self-reliance within disadvantaged families. Under the scheme, families are assisted through financial assistance and management, economic empowerment, socio-educational and parental education programmes and family life skills workshops.

Adult family members undergo skills training either in economically-viable areas to increase their employability or in setting up a home-based business as an alternative source of income. School-going children under AFYS are enrolled into tuition and enrichment programmes to enhance their academic development. Parental education programmes and family life skills workshops are also conducted for parents under AFYS to equip them with the knowledge and skills to improve the quality of their family life.

**For the year in review, 350 beneficiaries from 70 families were enrolled in the scheme.**

### DEVELOPMENT & REINTEGRATION PROGRAMME

The Development & Reintegration Programme (DRP), introduced in 2018, is a collaboration between AMP and the Singapore Prison Service (SPS) that adopts a structured and holistic approach in the provision of a reintegration programme for Muslim offenders from incarceration to post-release. It aims to provide additional support to Malay/Muslim inmates in the Drug Rehabilitation Centres, and their families through an individualised intervention plan, in-care and aftercare engagements, and financial and socio-educational assistance.

**A total of 98 individuals benefited from the programme during the year in review.**

### MARRIAGE PREPARATION FOR MINOR/YOUNG MUSLIM COUPLES

INSPIRASI@AMP offers a fully subsidised marriage preparation programme for minor/young couples comprising premarital consultation and marriage preparation workshops, which include the Young Couples Programme and Parents Support Group. The programme is mandatory for minor couples.

#### Premarital Consultation

Minor/young couples will be assessed based on their readiness for marriage at the premarital consultation session and helped to make an informed decision on marriage. The session will also identify and address any potential issues that may affect the couples' marriage, as well as discuss post-marriage plans. Counsellors will also assess the level of functional support from their parents during the session. The couples and their families will then be introduced to the marriage preparation workshops, as well as other programmes and services provided by INSPIRASI@AMP, to support couples in their marital journey.

- **Marriage Preparation Workshops - Young Couples Programme**

The marriage preparation workshops are aimed at enabling these minor/young couples to build a strong and stable marriage, as well as become responsible parents. Through the workshops, problem-solving, life skills and moral values are imparted to the couples in an effort to strengthen family ties.

- **A total of 118 minor/young couples attended the premarital consultation and marriage preparation workshops during the year in review.**

- **Parents Support Group**

Parents of the minor/young couples are also equipped with the skills and knowledge to help and support their children through their marital journey. The parents support group sessions will review the expectations of in-law relationship, identify roles and responsibilities of parents and parents-in-law, as well as identify ways to provide minor/young couples with support and encourage independence.

- **For the year in review, 84 individual parents participated in the support group sessions under the programme.**

- **MARRIAGE ENRICHMENT & SUPPORT PROGRAMMES**

INSPIRASI@AMP provides post-marriage support for minor/young couples in the first ten years of marriage through Club INSPIRASI, which offers marriage enrichment programmes, family day activities, couple retreats and support group sessions; and other support services which include counselling and casework, as well as information and referral services.

- **A total of 96 individuals benefited from the various activities under Club INSPIRASI during the year in review.**

- **PROJECT ARIF**

Temasek Foundation Achieving Resilient & Inspiring Families (Project ARIF) aims to provide better support to couples in preparation for marriage and family life, and to optimise maternal wellness and child development. This pilot project is a collaboration between Temasek Foundation, KK Women's and Children's Hospital (KKH), the Islamic Religious Council of Singapore (MUIS) and AMP.

- **For the year in review, Project ARIF reached out to 246 individuals through AMP and amassed a total of 1,793 views across social media platforms.**

- **HOME ACCESS**

The Home Access Programme is done in collaboration with Infocomm Media Development Authority (IMDA) and National Council of Social Service (NCSS) to provide low-income households with affordable broadband bundle packages.

- **A total of 336 beneficiaries enjoyed accessible and affordable home internet connectivity during the year in review.**

- **HOME OWNERSHIP PLUS EDUCATION SCHEME**

The Home Ownership Plus Education (HOPE) Scheme is a national assistance programme spearheaded by the Ministry of Social and Family Development (MSF) aimed at encouraging young, low-income families to keep their family small.

- **42 families received education and training grants aimed at helping them achieve self-reliance during the year in review.**

# OUR SUCCESS STORY

## MDM SALBIAH *(not her real name)*

### Volunteer, AMP Debt Advisory Centre

Mdm Salbiah, a 54-year-old mother with two adult children, came to AMP's Debt Advisory Centre (DAC) for help as she was buried in financial issues, having loans with banks, licensed moneylenders, as well as unlicensed moneylenders.

Mdm Salbiah's family was leading a comfortable life until she had to take full responsibility of caring for her elderly parents. She started to get into debt to help manage the expenses for her family. At the same time, one of her children received a sponsorship to study overseas and to meet the added expenses, Mdm Salbiah turned to taking loans from an unlicensed moneylender.

Unfortunately, Mdm Salbiah wasn't aware the messages she had been receiving and taking loans from were from an unlicensed moneylender. The lender was introduced as a registered company and even provided her the company registration number. She continued to take loans from the unlicensed moneylender as it was responsive and 'hassle-free'. However, after a few months of servicing the loans, she found it difficult to manage the repayment with the high interest rates.

Her income was no longer sufficient for her family and household expenses as the bulk of it went into servicing her loans. She soon found herself taking on new loans from both unlicensed and licensed moneylenders to cover her debts, although she was unsuccessful in the attempts.

Eventually, she had debt with about 5 licensed moneylenders with loans amounting to nearly \$20,000, and debt with unlicensed moneylenders amounting to about \$15,000.

Things had come to a point where loan sharks would splash the front door of her house with paint and lock the door with a bicycle lock as a means to intimidate her and her family. Police had to be called in. Mdm Salbiah began looking for help when she realised that she had nothing left after trying to pay off her debt. The pressure of paying back her debt exhausted her and she felt like she could not share her problems with her family for fear of burdening them.

The DAC officer assigned to Mdm Salbiah suggested that she attend support group sessions fortnightly where she could meet other people who had gone through the same experience. Listening to their stories amazed Mdm Salbiah and she was inspired by their strength and resilience in overcoming their challenges. Through financial counselling, Mdm Salbiah worked with her case officer to create a plan that allowed her to pay her debts while still having money for necessities such as food and bills. Being in a support group also allowed her to cope with her negative emotions, making her stronger to face her problems head-on. Mdm Salbiah has now paid off most of her debt. The loan sharks that had been harassing her also no longer contact her and she is now left with her final stretch in her journey to being debt-free.

Mdm Salbiah currently volunteers for DAC support group sessions. She understands the importance of sharing her experience with those who are facing a similar situation, and as her way of giving back to the society.



# DEBTORS



## OUTREACH & EDUCATION

DAC also plays an active role in imparting financial literacy and other personal development skills to clients and members of the public through financial literacy talks and workshops with youths, young adults, as well as those from less privileged households. DAC aims to equip them with personal and technical competencies, instrumental to their personal development and in enhancing their capabilities both at home and at the workplace.

**For the year in review, 156 individuals benefited from the financial literacy and developmental sessions under the Outreach & Education programme.**

## DEBT ADVISORY CENTRE

The Debt Advisory Centre (DAC), which was launched in 2013, is a one-stop centre that assists individuals facing debt problems through a three-pronged approach: advice, educate and research. It also provides a roadmap for debtors to have a clearer picture of the options that are available to them.

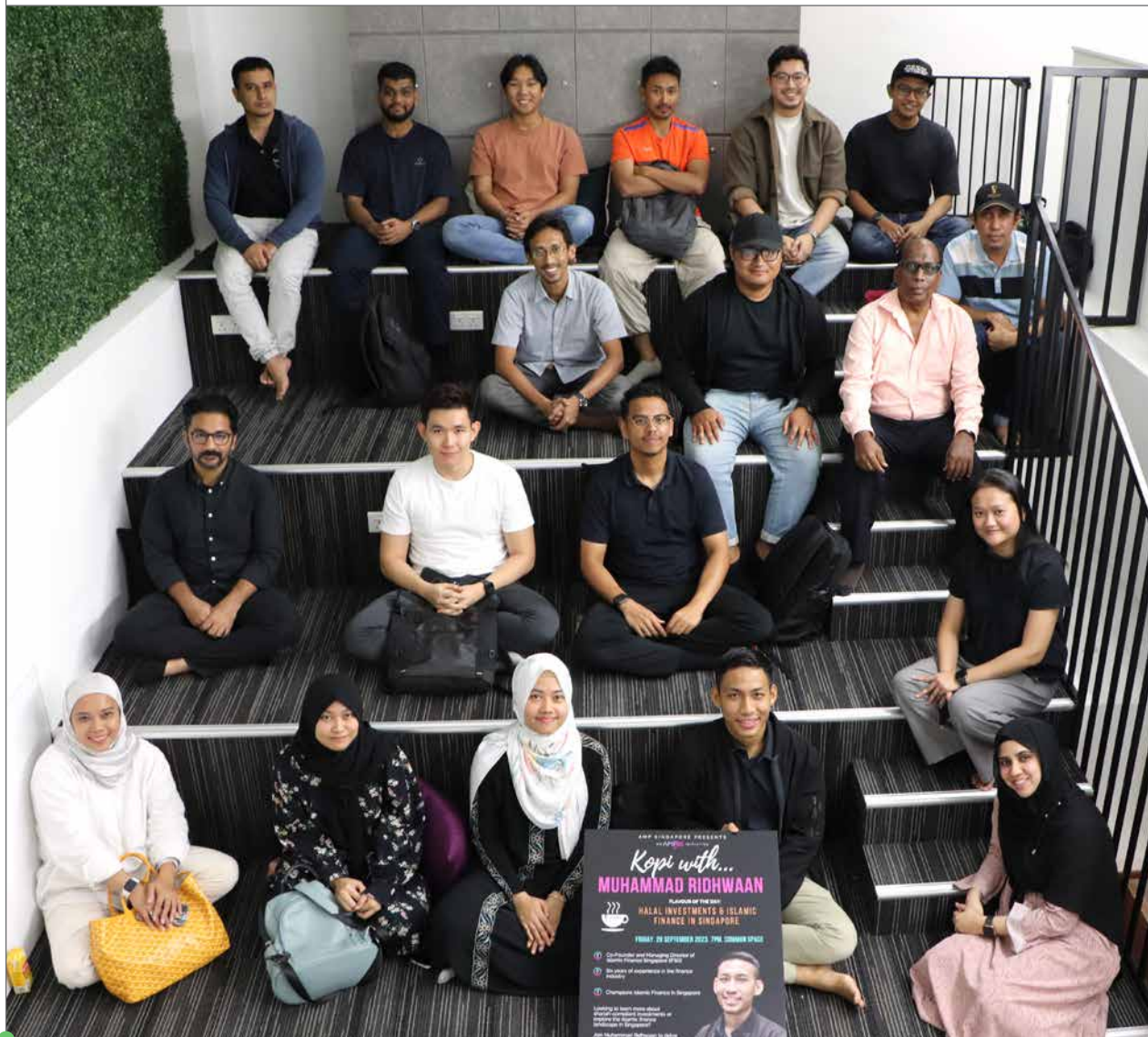
In addition, DAC clients attend support group sessions where they share their experiences and gain emotional support from others facing the same problem. They also attend financial literacy workshops to prevent them from creating new debts while they work to resolve their current debt issues.

DAC also acts as a platform to collect data for research on the extent of the debt problem within the Malay/Muslim community.

**A total of 198 beneficiaries were assisted by Debt Advisory Centre with their debt issues during the year in review.**

## OUR PROGRAMMES &amp; SERVICES

# PROFESSIONALS, WORKERS & SMALL BUSINESS OWNERS



## MICRO BUSINESS PROGRAMME

The AMP Micro Business Programme equips individuals from less privileged households with trade, business and IT skills to start a home-based business as an alternative source of income for the household. Grants are also awarded to those who have a viable and sustainable business model. Through AMP's partnership with SMCCI Academy, participants of the programme are able to benefit from their wide range of services such as business advisory and business diagnosis in the areas of business and IT processes throughout the different phases of the programme.

For the year a review, a total of **14 individuals** graduated from the programme, of whom, two received the AMP Capital Grant to expand their businesses further.

## ADVANCED MICRO BUSINESS PROGRAMME

The Advanced Micro Business Programme is an extension of the AMP Micro Business Programme, aimed at enhancing the business knowledge and network of the programme graduates. Under the programme, graduates and current participants will also be offered the AMP Micro Business Development Fund, which aims to provide funding or loans to finance an immediate business opportunity for their start-ups or for the expansion of their current business.

For the year in review, a total of **13 graduates** benefited from the programme, two of whom received financial support through the Micro Business Development Fund.

### AMP X SMCCI INTERMEDIATE MICRO BUSINESS PROGRAMME

The AMP X SMCCI Intermediate Micro Business Programme is a structured programme focused on business-related topics aimed at helping micro business owners scale up their businesses. To encourage teamwork and a sense of community, this programme also gives successful micro business owners an opportunity to mentor upcoming ones. This allows them to network with one another, creating a virtuous ecosystem of home-based businesses in Singapore.

**Nine micro business owners benefited from the programme for the year in review.**

### MICRO BUSINESS IN-CARE PROGRAMME

In collaboration with Yellow Ribbon Singapore, the Micro Business In-Care Programme is offered to inmates of all races and focuses on basic baking skills, the technical aspects of the food business, as well as an introduction to basic business and trade skills such as social media marketing and business management. The inmates also continue to receive support through business mentoring from the advisors at SMCCI Academy after their release.

**A total of 20 individuals benefited from the programme during the year in review.**

### KOPI WITH... SERIES

The Kopi With... is a series of fireside chats incorporating exclusive networking opportunities with industry leaders and domain experts from the Malay/Muslim community. The series is designed to be small and cosy, where participants can benefit from direct contact with the speaker.

**A total of 11 participants benefited from the series during the year in review.**

### LEARNING CIRCLES

The Learning Circles is a range of workshops dedicated to providing professionals with new skills or to deepen their current skills. It provides the ideal platform for sharing of ideas and opportunity to network with like-minded individuals.

**For the year in review, 8 individuals participated in the various workshops.**

### COMMON SPACE

Common Space is a shared community-driven workspace for start-ups and small businesses powered by Young AMP. It is fully equipped with amenities like WiFi, mini pantry, seminar and conference rooms. Also available are training and conference rooms for use by public and other organisations. Common Space offers flexible membership plans for the use of its space either on a daily or monthly basis.

**For the year in review, 105 individuals utilised the spaces in Common Space.**



# OUR SUCCESS STORY

## MUHAMMAD TAUFIQ AZIAS

AMP Education Bursary Recipient (2019 & 2020)



Three years after receiving the AMP Education Bursary, Muhd Taufiq Azias graduated from the Singapore Institute of Technology with a Bachelor's Degree in Mechanical Design Engineering. The bursary had been helpful in alleviating his expenses while in school so that he could focus on his studies. After university, he decided to take his passion for engineering to the next level by becoming a full-time engineer. Prior to this, he had worked in a company that specialised in automating aligners manufacturing through 3D Printing.

After working for more than two years and developing a passion for 3D printing, he decided to sell 3D printed pictures known as Lithophanes on the side to complement his day job. Given his strong passion for engineering, Taufiq is constantly seeking opportunities to align his educational background with his skills in 3D printing. This has turned him into an enthusiast and a specialist in the 3D printing space. For instance, when one of his machines was rendered unusable, he fixed it to give it a new life.

He is currently working full-time in the aviation industry as a Mechanical Design Engineer, specialising in 3D printing. With the skills that he has developed through the years, he uses 3D printing to aid in generating solutions to a variety of problems on a day-to-day basis.

Taufiq is also a firm believer of lifelong learning. He is now also enrolled in the Master of Innovation by Design programme with the Singapore University of Technology and Design (SUTD), which he hopes will hone his design skills further.

# STUDENTS



## READY FOR SCHOOL FUND

The Ready for School (RFS) Fund was launched in 2002 to assist students from less privileged families in their educational pursuit. Assistance under the fund comprises the AMP Education Bursary, AMP-2<sup>nd</sup> Chance STEM Study Award, RFS Youth Enrichment Series, and other socio-educational assistance.

## AMP Education Bursary

The AMP Education Bursary offers monetary assistance to diploma and degree students from less privileged families of all races. Apart from students from local polytechnics and universities, the bursary also benefits full-time and part-time undergraduates from recognised private education institutions in Singapore.

The bursary seeks to recognise the recipients' academic achievements, alleviate their financial load and be a source of motivation for them to strive harder in their higher education. It also hopes to see students through their pursuit of higher levels of education and in future, give back to those in need in the community.

**For the year in review, 150 recipients were awarded the bursary.**

## AMP-2<sup>nd</sup> Chance STEM Study Award

AMP embarked on a collaboration with Second Chance Properties Ltd in 2017 to introduce the AMP-2<sup>nd</sup> Chance STEM Study Award to encourage Malay/Muslim students who are pursuing their undergraduate studies in science, technology, engineering and mathematics courses, and prepare them to be part of the STEM-related workforce in the future.

**5 recipients received the study award during the year in review.**

### School Fees Subsidy

During the year in review, AMP disbursed more than \$58,000 to its subsidiary, MERCU Learning Point, to subsidise the school fees of 225 students from preschool to secondary levels from low-income families, who are attending their education centres.

### LEARNING ACCESS FOUNDATION AWARDS

In collaboration with Community Foundation of Singapore, AMP offers two bursaries for full-time ITE and tertiary students from less privileged families who require financial assistance.

#### Learning Access Foundation ITE Award

The Learning Access Foundation ITE Award is open to students from Institute of Technical Education (ITE), who come from less privileged families and require financial assistance. The award is aimed at supporting these students in completing their ITE education whilst engaging them in personal development workshops.

**For the year in review, 33 ITE students benefited from the award.**

#### Learning Access Foundation Hardship & Perseverance Award

The Learning Access Foundation Hardship & Perseverance Award provides interim financial assistance to full-time tertiary students who face a sudden family crisis which may potentially derail their educational pursuit. It seeks to temporarily alleviate the financial burden of the family and enable the student to continue his or her studies through the crisis period.

**For the year in review, 4 students benefited from the assistance provided under the award.**

### SINGAPORE MUSLIM EDUCATION FUND

AMP acts as the custodian of the Singapore Muslim Education Fund (SMEF), which was established by a group of activists in 2013 to address the underrepresentation of Malay/Muslims in the Law and Medicine fields.

The Fund aims to provide financial assistance for students pursuing law and medicine degree studies overseas through the SMEF-Professor Ahmad Ibrahim and SMEF Medicine Scholarships respectively. It also aims to create awareness of the importance of pursuing these degree programmes to uplift the community by providing education advisory and coaching to the students and their parents on various university options available.

At the same time, through the SMEF-Lieutenant Adnan Award, the Fund also recognises the efforts of students who may struggle financially and face multiple challenges in their lives yet rise above the adversity to pursue an education or those who show outstanding leadership qualities in a uniformed group co-curricular activity (CCA) in school. In 2020, in recognition of the importance of nurses on the front lines of care especially during the COVID-19 pandemic, the SMEF-Rufaydah Nursing Award was launched.

**During the year in review, 46 students attended a SMEF Education Talk featuring former SMEF recipients, while 11 received financial assistance from the Fund.**

### NEU PC PLUS PROGRAMME

AMP partners the Infocomm Media Development Authority (IMDA) as a lead agency for the NEU PC Plus Programme, which aims to enable students from low-income families who are studying in national schools to have equal access to infocomm with a PC and broadband connectivity at a subsidised rate.

**A total of 13 students benefited from the programme during the year in review.**

# OUR SUCCESS STORY

## MUHAMMAD NASRULLAH BIN ABU BAKAR

AMP Youth Hubber (2017 to 2019, 2022 to 2023)



Back when Nasrullah was in primary school, a friend introduced him to the AMP Youth Hub as a safe place to hang out with friends, study and play games. It became a daily routine for him and he enjoyed his time there as the alternative was to return home where he would be bored and lonely. His family members would be out working during the day and would return home only at night.

When Nasrullah started Secondary 1, he stopped going to the Youth Hub for three years and during that time, his confidence hit a new low. When a friend asked him for a good place to hang out at, he thought of the Youth Hub and introduced his friend to it. It was then that he rekindled his relationship with the Hub and the youth workers there.

He continued going to the AMP Youth Hub when he entered Secondary 4, which was an exceptionally important year of study for Nasrullah. It was the year in which he would decide which path to take after graduation from secondary school. His goal was to get an aggregate score of at least 20 to qualify for enrolment into the Institute of Technical Education (ITE).

As fate would have it, it was during this critical period that his father was unexpectedly diagnosed with lung cancer, which gave him only a few months left to live.

During this time, Nasrullah accompanied his father to his chemotherapy sessions at the hospital, resulting in him missing school at times, while his mother and sister were busy working to support the family. Nasrullah was overwhelmed with worry. He started having trouble keeping up with his studies. He felt stressed and could not focus. His father's condition gradually worsened and eventually passed away. It was a tough time for Nasrullah as it was the second time that he lost a loved one – his grandfather had passed on several months earlier. This left him feeling stressed, sad, lonely, frustrated and confused.

Despite this, he found the mental strength to focus on his studies. He also sought comfort in the youth workers at the Youth Hub who gave him plenty of advice to help him through the difficult time. His efforts paid off when he received his results and achieved an aggregate score of 19.

Nasrullah is now pursuing a Higher Nitec in Electronic Engineering in ITE. He has also blossomed into a confident young man, who credits the AMP Youth Hub programmes for helping him develop his confidence and communication skills over the years.

OUR PROGRAMMES & SERVICES

# ● YOUTHS



## ● YOUTH ENRICHMENT PROGRAMME

AMP believes in harnessing the potential of our youths and moulding them into future leaders. Among AMP's key programmes for them is the Youth Enrichment Programme (YEP), which is specifically designed for students from the Normal Academic and Normal Technical streams to enrich their development through a positive and holistic approach. The programme offers academic coaching in English and Mathematics, and enrichment activities aimed at the youths' overall personal and character development. YEP hopes to prevent youths with high-level needs from leaving school prematurely and encourage them to widen their horizons.

● **A total of 140 students from two participating schools benefited from the programme during the year in review.**

## ● AMP YOUTH HOLIDAY PROGRAMME

The AMP Youth Holiday Programme aims to strengthen the holistic positive development and experiences of youth through participation in camps, learning journeys, outreach activities, tournaments and community service work during the school holidays.

● **For the year in review, 40 youths participated in the programme.**

## ● AMP @ JURONG POINT

AMP's Youth Hub at Jurong Point provides an alternative space for youths to drop by and spend their time in a structured manner. It aims to prevent them from participating in wayward activities by engaging them through a wide range of services focused on the academic and personal development of the youths such as enrichment programmes, after school engagement, motivational workshops and youth counselling services. AMP @ Jurong Point is equipped with two counselling rooms, a classroom and a multi-purpose room with a host of entertainment services like foosball table, audio-visual system, board games and an internet kiosk.

● **A total of 366 youths sought the services of the hub during the year in review.**



### After School Engagement

The After School Engagement (ASE) covers a wide range of focus areas, including academic support, mentoring, positive youth development, and sports. Sporting activities form the core of ASE, serving as a means to engage students. Sports contribute significantly to youth development by enhancing social interaction, listening skills, overall health, and confidence. Recognising the importance of activities beyond the school curriculum, ASE creates a secure environment for students to actively participate in meaningful sports after regular hours. This not only fosters skill but also correlates with improved academic performance and behaviour. The aim is to provide a space where students can engage in physical activities, acquire new skills, and receive social-emotional support, thereby strengthening their connection to learning, peers, and the school community. Besides offering it in AMP @ Jurong Point, AMP also collaborates with Bartley Secondary School to offer the ASE to the students there.

**A total of 169 students participated in the programme during the year in review.**

### COMMACON

CommaCon is a series of public engagement sessions on sensitive and contentious issues such as racism, religiosity, national identity and the socio-economic divide. It aims to encourage youths and young working adults to be actively involved in maintaining and strengthening social cohesion and harmony in Singapore. It is also focused on empowering and cultivating civic consciousness among the young.

**For the year in review, a total of 37 individuals benefited from the series.**

### WINDOWS ON WORK

In 2011, Young AMP launched Windows on Work (WOW) to provide post-secondary students with a platform to learn valuable soft skills and entrepreneurship. Participants undergo useful training sessions like personality profiling, CV writing, personal grooming, effective communication, as well as project presentation skills. In 2021, participants were introduced to adulting issues such as learning about their CPF and an introduction to financial literacy.

In a collaboration with Jurong Pioneer Junior College and Madrasah Wak Tanjong Al-Islamiah, a group of students are also selected to be exposed to career developmental skills in both formal and informal creative settings through a job shadowing component. In 2016, the first phase of the programme was extended to members of the public, where participants can interact and exchange insights with industry experts through sharing sessions.

**A total of 26 youths benefited from the programme during the year in review.**

## OUR PROGRAMMES &amp; SERVICES

# ● COUNSELLING



## ● COUNSELLORS' HIGH TEA

AMP's Marriage Hub organises quarterly Counsellors' High Tea sessions in an effort to enhance the quality of service provided to families by expanding the knowledge of both Muslim and non-Muslim helping professionals working with Malay/Muslim families. Launched in 2008, the sessions allow the participants to share and learn from each other's experiences in their course of work.

● **61 individuals from the social service sector benefited from the sessions during the year in review.**

## ● MARRIAGE COUNSELLING PROGRAMME

The Marriage Counselling Programme assists married couples referred by the Syariah Court to AMP with the issues that they face in their marriage. It aims to strengthen marriages by providing intensive marital counselling and increasing awareness of the available avenues for help.

● **419 couples were assisted under the programme during the year in review.**

## ● YOUTH COUNSELLING

AMP provides youths and their parents with a safe and friendly environment to discuss issues of concern. It also offers swift intervention for them, including counselling and referral to specialised agencies in cases requiring specific interventions such as addiction or violence management.

● **Six youths and parents sought counselling from AMP during the year in review.**

## ● MANDATORY COUNSELLING PROGRAMME

AMP's trained counsellors and social workers provide counselling and casework as mandated by the Family Justice Courts to families and individuals facing issues of family violence. The main objectives are to prevent and stop the recurrence of violence by respondents. This is done through the learning of more respectful behaviours, as well as enhancing the safety and protection of complainants and vulnerable members of the family by equipping them with knowledge of safety issues and avenues for help.

● **Our counsellors and social workers managed 19 mandatory counselling cases during the year in review.**

## ● AMP HELPLINE

The AMP Helpline provides telephone counselling services as well as relevant information on the available resources and schemes to those in need. A total of 5,276 calls were received during the year in review, of which marital and young couples issues were among the top concerns.

# THE YEAR AHEAD

## FUTURE PLANS

In the next financial year, AMP will continue its focus on enhancing our programmes and services to better serve our clients and beneficiaries. For instance, the Family Services department will be reviewing the service model for the Adopt a Family & Youth Scheme (AFYS) to further enhance the provision of services to families in need. The department will also look into building the capabilities of volunteers for the Debt Advisory Centre so as to offer better support to the volunteers as well as beneficiaries.

AMP will also be doubling its efforts in engaging and building the capacity and capability of young and emerging professionals to play a larger role in the advocacy space in the community as well as to contribute to the community in other ways.

## IPC FUND RAISING PLANS

AMP experienced sustained success in fund raising through traditional radio campaigns. However, to mitigate the over-reliance on traditional media channels, which are saturated with other Malay/Muslim organisations, AMP aims to diversify its fund raising strategies. We plan to leverage online giving platforms and engage younger audiences via social media. By promoting the culture of giving through appealing initiatives like football or virtual fitness campaigns, we endeavour to reach a broader donor base and foster a habit of charitable contributions among the younger demographic.

AMP aims to further increase the awareness of its services and programmes within the community to appeal for donations in the following financial year through the following fund raising initiatives:

## IPC EXPENDITURE PLANS

The Board has approved the operational budget for AMP for the total amount of \$10.6 million, which covers the programme activities, governance costs, fund raising expenses, as well as administrative and overhead costs.

Month	Fund Raising Initiative
<b>August - October 2023</b>	Donation Drive for Ready for School (RFS) Fund, including Campaign on Mediacorp Warna 94.2FM Ready For School Fund (RFS) Pledge Card Drive 2023 RFS Bulkmail Drive 2023
<b>December 2023 - February 2024</b>	Walk for Charity Zakat Bulkmail Drive 2023
<b>March - May 2024</b>	Appeal for Festive Period Assistance AFYS Bulkmail Drive 2024 Donation Drive for Adopt a Family & Youth Scheme including Campaign on Mediacorp Warna 94.2FM

# OUR GOVERNANCE

## COMPOSITION OF THE BOARD OF DIRECTORS

DIRECTOR'S NAME	DATE OF DIRECTOR'S LAST ELECTION	ATTENDANCE AT BOARD MEETINGS IN FINANCIAL YEAR	KEY DIRECTORSHIPS & APPOINTMENTS IN AMP
Dr Md Badrun Nafis Saion	12 December 2015	6/6	<ul style="list-style-type: none"> <li>Chairman, AMP - 2019 to present</li> <li>Chairman, Kidz Meadow Childcare &amp; Development Centre Limited - 2021 to present</li> <li>Chairman, Nominating Committee, AMP - 2019 to present</li> <li>Chairman, Fund Raising Committee, AMP - 2019 to present</li> <li>Director, AMP - 2015 to present</li> <li>Director, MERCU Learning Point - 2015 to 2019</li> <li>Member, Human Resource Committee, AMP - 2014 to 2018</li> <li>Additional Director, AMP - 2014 to 2015</li> </ul>
Mr Fathurrahman Hj M Dawoed	7 December 2019	6/6	<ul style="list-style-type: none"> <li>Vice-Chairman, AMP - 2023 to present</li> <li>Director, AMP - 2019 to present</li> <li>Member, Human Resource Committee, AMP - 2019 to present</li> <li>Additional Director, AMP - 2018 to 2019</li> </ul>
Mr Hazni Aris Hazam Aris	16 December 2017	6/6	<ul style="list-style-type: none"> <li>Vice-Chairman, AMP - 2019 to present</li> <li>Chairman, Media &amp; Relations Resource Panel - 2019 to present</li> <li>Director, AMP - 2017 to present</li> <li>President, Young AMP - 2017 to 2020</li> <li>Vice-President, Young AMP - 2014 to 2016</li> </ul>
Mr Edwin Ignatious M @ Muhammed Faiz	7 December 2019	4/6	<ul style="list-style-type: none"> <li>Director, AMP - 2019 to present</li> </ul>
Mr Mohamad Hairil Johari	4 December 2021	6/6	<ul style="list-style-type: none"> <li>Director, AMP - 2021 to present</li> <li>Director, Kidz Meadow Childcare &amp; Development Centre Limited - 2023 to present</li> </ul>

DIRECTOR'S NAME	DATE OF DIRECTOR'S LAST ELECTION	ATTENDANCE AT BOARD MEETINGS IN FINANCIAL YEAR	KEY DIRECTORSHIPS & APPOINTMENTS IN AMP
Mr Mohamed Nazzi Noor Mohamed Beck	4 December 2021	5/6	<ul style="list-style-type: none"> <li>• Director, AMP - 2021 to present</li> <li>• Chairman, Finance, and Investment Committee, AMP - 2022 to present</li> <li>• Member, Finance and Investment Committee, AMP - 2016 to 2021</li> </ul>
Mr Mohamed Noordin Yusuff Marican	4 December 2021	6/6	<ul style="list-style-type: none"> <li>• Director, AMP - 2021 to present</li> <li>• Chairman, Corporate Governance Committee, AMP - 2022 to present</li> <li>• Chairman, Digital Transformation Strategy Committee, AMP - 2022 to present</li> <li>• Member, Corporate Governance Committee, AMP - 2019 to 2022</li> </ul>
Mr Muhammad Tarmizi Abdul Wahid	7 December 2019	6/6	<ul style="list-style-type: none"> <li>• Director, AMP - 2019 to present</li> <li>• Director, Centre for Research on Islamic &amp; Malay Affairs - 2022 to present</li> <li>• Member, Media and Relations Resource Panel - 2019 to present</li> <li>• Additional Director, AMP - 2018 to 2019</li> </ul>
Ms Siti Mariam Mohamad Salim	7 December 2019	5/6	<ul style="list-style-type: none"> <li>• Director, AMP - 2019 to present</li> <li>• Director, Kidz Meadow Childcare &amp; Development Centre Limited - 2021 to present</li> </ul>

**Note:** Mr Khairulnizam Massuan resigned as a director on 19 October 2022.

## ROLE OF THE BOARD

The Board is responsible for the overall governance of AMP by establishing and monitoring the policies and programmes, as well as in supporting its own development and effectiveness. The Board provides strategic purpose and direction for AMP by participating in regular strategic planning and monitoring the performance toward the plan's results. The Board is guided by AMP's Constitution and the Code of Governance for charities. The Board delegates the management of AMP's day-to-day operations to the Executive Director (ED), as well as supervises and monitors the general responsibilities and yearly objectives of the ED.

The Board ensures the financial health of AMP through conformance to up-to-date fiscal policies and procedures, as well as ongoing analysis of financial reports. The Board approves AMP's annual budget, audit reports, and material business decisions, while being informed of and meeting all of its legal and fiduciary responsibilities. The Board ensures that its resolutions are effectively and efficiently carried out and in conformance to both the government's and AMP's policies and procedures.

The Board reviews the outcomes and metrics to evaluate AMP's impact, and regularly measures its performance and effectiveness using those metrics. The Board ensures effective performance of AMP's programmes through ongoing programme planning and evaluation. The Board also participates in the planning and execution of fund raising activities to secure the necessary resources to support AMP's operations, programmes and services. The Board represents AMP and its programmes and services to the stakeholders including community, funders and clients. In enhancing AMP's public image, the Board also acts as its ambassador.

## DIRECTOR'S DUTIES AND RESPONSIBILITIES

Directors are expected to be cognisant of their duties, act honestly and use reasonable diligence in the discharge of their duties at all times. Directors are expected to attend the Board meetings to the best of their abilities and to contribute constructively to the Board discussions.

Directors are expected to act in the best interests of AMP, and not place themselves in a position of possible conflict between personal interests and company interests. Where any conflict may arise, it must be disclosed to and approved by the Board.

## TERM LIMIT OF BOARD

A Director can serve up to a maximum of three terms of two years each, unless he/she is appointed as Chairman of AMP, in which case his term can be extended by an extra term.

A Director who is appointed as Chairman of the Board may serve in the office of Chairman for a maximum of four consecutive terms, provided that his term of office as Director does not exceed eight consecutive years.

The Chairman shall hold office for as long as he is a Director, and shall retire at the same time he retires as a Director and be eligible for reappointment as Chairman at that time if he is also eligible for reappointment as a Director.

Additionally, the Chairman of the Finance and Investment Committee may serve for a maximum of four consecutive years.

## BOARD EFFECTIVENESS

The AMP Board of Directors are elected by its members to provide overall governance and establish strategic purpose and direction for AMP. The Directors are to ensure AMP's financial health, while at the same time, meeting all legal and fiduciary responsibilities. The Directors are also to ensure conformance to the internal and government's policies and procedures, as well as review the effectiveness of AMP's programmes and services through ongoing programme planning and evaluation.

## BOARD MEETINGS

The Board held six meetings during the financial year ended 30 June 2023, on the following dates:

- 22 July 2022
- 26 August 2022
- 30 September 2022
- 27 January 2023
- 3 March 2023
- 5 May 2023



### **CONFLICT OF INTEREST POLICY**

All Directors and staff are required to comply with AMP's conflict of interest policy. The Board has put in place documented procedures for Directors and staff to declare actual or potential conflicts of interests on a regular and need-to-basis. Directors also abstain and do not participate in decision-making on matters where they have a conflict of interest.

### **DISCLOSURE OF ANNUAL REMUNERATION**

AMP has disclosed the remuneration of its key management personnel in the audited financial statements, *Note 4b (Page 71-72)*. Please refer to the statements for more information.

### **GENERAL RESERVES POLICY**

For more information on AMP's general reserves policy, please refer to *Note 26 (Page 110-111)* of the audited financial statements.

### **HUMAN RESOURCE POLICY**

The Human Resource (HR) Policy, which is a manual with standing instructions on all staff matters, serves as a guide for matters such as recruitment procedures, leave entitlements, general conduct and discipline, as well as the maintenance of the Personal Data Protection Act (PDPA) including employee's responsibilities. Reference would be made closely on mandatory and statutory items such as the Employment Act or other related government policies. Remuneration of staff are decided and approved by the HR Committee under the direction of the Board of Directors of AMP.

### **INTERNAL CONTROL POLICY**

AMP has an internal control policy in place, which addresses the budgeting process, the receipt and banking process, the procurement and payment process, as well as the purchase approval and limits of authority. Internal controls are mechanisms, rules, and procedures implemented by AMP to ensure the integrity of financial and accounting information, promote accountability, and prevent fraud. Besides complying with laws and regulations, the internal controls can help improve operational efficiency by improving the accuracy and timeliness of financial reporting. This is reviewed in a timely manner to address the economic and financial environment.

### **INVESTMENT POLICY**

The Investment Policy forms the framework for AMP's investment and asset allocation activities. It explains the investment philosophy, objectives, risk profile and constraints of the investible fund of AMP. The duties are carried out by the Finance and Investment Committee under the direction of the AMP Board of Directors. The policy is reviewed on a timely basis to address the economic and financial environment.

### **RESTRICTED FUNDS**

AMP has disclosed its restricted funds in the audited financial statements, *Note 20 (Page 94)*. Please refer to the statements for more information.

### **VOLUNTEER MANAGEMENT POLICY**

By way of volunteering, AMP provides opportunities for social inclusion, skills development and enhancing the worldview of the volunteers. Volunteers contribute to AMP by committing time and effort for the benefit of the community. Volunteering is undertaken freely and without financial gain. Volunteers are viewed as a valuable resource to the organisation and its staff. Volunteers shall be extended the right to be given purposeful assignments, the right to be treated justly, the right to full involvement and participation, the right to efficient supervision, and the right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the vision and mission of AMP.

### **WHISTLE-BLOWING POLICY**

AMP has in place a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial and other matters within the charity. The policy aims to encourage the reporting of such matters in good faith, with the confidence that the person who makes such a report will be treated fairly and with due follow-up action. All whistle-blowing reports including the identity of the whistle-blower will be treated in confidence. There was one whistle-blowing report in this financial year.

### **LOOKING AHEAD**

AMP is committed to upholding its high standards of corporate governance through establishing the right values from its leadership, improving its long-term performance, managing its risks and maintaining its internal controls. The Board, management and staff will work together to adopt best practices that are relevant to AMP and adhere to the principles and guidelines of its code.

# GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and Institutions of a Public Character (IPC). It is mandatory for all registered charities and IPCs to file their GEC as part of the annual submission for the financial year starting on or after 1 January 2018. Some editorial refinements have been made to the GEC submitted form displayed below, while ensuring alignment to the Code guidelines.

## GEC SUBMISSION FOR THE PERIOD JULY 2021 TO JUNE 2022

S/NO.	CODE GUIDELINE	CODE ID	RESPONSE	EXPLANATION <i>(if unable to comply with the Code Guideline)</i>
<b>BOARD GOVERNANCE</b>				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff* appointments?		No	
2	*Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3		
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5		
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity).  Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Not Complied	All directors have a term limit of 6 years. Two most senior directors would be required to retire every alternate year.
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years?		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
<b>CONFLICT OF INTEREST</b>				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	



10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	
<b>STRATEGIC PLANNING</b>				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT</b>				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff*.	5.5	Complied	
	Are there volunteers serving in the charity?		Yes	
16	There are volunteers* management policies in place for volunteers*.	5.7	Complied	
<b>FINANCIAL MANAGEMENT &amp; CONTROLS</b>				
17	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
18	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
19	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	
	Does the charity invest its reserves, including fixed deposits?		Yes	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
	Did the charity receive cash donations (solicited or unsolicited) during the year?		Yes	

## GOVERNANCE EVALUATION CHECKLIST

23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.  Did the charity receive donations in-kind during the year?	7.2.2	Complied  No
24	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	
<b>DISCLOSURE &amp; TRANSPARENCY</b>			
25	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied
	Are Board members remunerated for their Board services?		No
26	No Board member is involved in setting his or her own remuneration.	2.2	
27	The charity discloses the exact remuneration and benefits received by each Board member in its annual report OR The charity discloses that no Board members are remunerated.	8.3	
	Does the charity employ paid staff?		Yes
28	No staff is involved in setting his or her own remuneration.	2.2	Complied
29	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000 OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each.	8.4	Complied
30	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied
<b>PUBLIC IMAGE</b>			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

\*Please refer to GEC Footnote available at [www.charities.gov.sg](http://www.charities.gov.sg)

# OUR PARTNERS

**We extend our gratitude to our valued partners from various sectors and other communities, whose collaboration has ensured that more individuals and families are able to benefit from our range of services and programmes.**

7OAKS Pte Ltd  
Abdul Rahman Law Corporation  
Addiennur Hamizah  
Aidha Singapore  
Albakri LLC  
Alijah Mohd Shariff  
Al-Istighfar Mosque  
An-Nur Mosque  
Association of Women for Action and Research (AWARE)  
As-Sufi Food Industries Pte Ltd  
Bartley Secondary School  
Casa Raudha Women Home  
Centre for Fathering  
Chinese Development Assistance Council  
Club HEAL  
Community Foundation of Singapore  
Credit Suisse Bank  
Emaan Catalyst Community Ltd  
Emaan Inspection Pte Ltd  
Ernst and Young  
Eurasian Association  
GIANT Singapore  
Infocomm Media Development Authority  
Institute of Human Resource Professionals  
Islamic Finance Singapore  
Islamic Religious Council of Singapore  
Lee Foundation  
Lydia's Oven  
M<sup>3</sup>  
Maybank Singapore  
MHA Care Network  
MHA Desistor Network  
MHA MMO Rehabilitation Network

Mingxin Foundation  
Ministry of Culture, Community, and Youth  
Ministry of Home Affairs  
Ministry of Social and Family Development  
Muslim Community ITE  
Muslim Counselling Service  
Muslimin Trust Fund Association  
Namaste World Foundation  
Nanyang Polytechnic Muslim Students Network  
Nanyang Technological University Malay Language and Cultural Society (PERBAYU)  
Nanyang Technological University Muslim Society  
National Council of Social Services  
National University of Singapore Muslim Society  
National Volunteer and Philanthropy Centre  
Neu Entity  
Ngee Ann Polytechnic Muslim Students' Society  
NTU United Nations Students Association - Singapore  
NTUC Fairprice Foundation  
PAP Community Foundation  
Pelita Centre  
People's Association Youth Movement  
Persatuan Bahasa Melayu Universiti Kebangsaan Singapura  
PLC Automation Pte Ltd  
Qurban.sg  
Rahmatan Lil Alamin Foundation  
Rahmatullah Pillars Muslim Students  
Registry of Muslim Marriages  
R.W. Law Corporation  
Safe Space  
Salleh Marican Foundation  
SATA CommHealth  
SBY Frozen Food Supply Pte Ltd  
Second Chance Properties Limited  
Seed of Lives  
Selera Serambi (Tang Tea House)  
Shaw Foundation  
Singapore Indian Development Association  
Singapore Institute of Management Malay Cultural and Muslim Society

Singapore Institute of Technology WAU! Malay Cultural Society  
Singapore Malay Chamber of Commerce and Industry (SMCCI) Academy  
Singapore Muslim Women's Association (PPIS)  
Singapore Polytechnic Malay Language Society  
Singapore Prison Service  
Singapore University of Technology and Design Muslim Society  
Site Romnah Omar  
SITTA Society  
Society of Starfish Singapore  
SSA Academy  
Syariah Court Singapore  
Syerifah Alsagoff  
Synergist LLP  
The Community Foundation of Singapore  
The Quotation Restaurant  
The Silent Foundation  
TP Nur Ikhwan  
Udhia Kumar  
Wak Tanjong Mosque  
Walid J Abdullah  
Wardah Books  
Yayasan MENDAKI  
Yellow Ribbon Singapore  
Yumen Hut  
Zan's Treats

# FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023 ● 199105100D

# GENERAL INFORMATION

## **Directors**

Dr Md Badrun Nafis Bin Saion	(Chairman)
Hazni Aris Bin Hazam Aris	(Vice-Chairman)
Edwin Ignatious M	
Siti Mariam Binte Mohamad Salim	
Muhammad Tarmizi Bin Abdul Wahid	
Fathurrahman Bin Haji M Dawoed	
Mohamed Noordin s/o Yusuff Marican	
Mohamad Hairil Bin Johari	
Mohamed Nazzi Bin Noor Mohamed Beck	

## **Company Secretary**

Mohamed Salih Salaudeen

## **Registered Office**

1 Pasir Ris Drive 4  
#05-11  
Singapore 519457

## **Bankers**

United Overseas Bank Limited  
DBS Bank Ltd  
Oversea-Chinese Banking Corporation Limited  
CIMB Bank  
Maybank Singapore Limited

## **Auditor**

Helmi Talib LLP

# CONTENTS

Directors' Statement	45 - 46
Independent Auditor's Report	47 - 50
Statement of Profit or Loss and Other Comprehensive Income	51
Statements of Financial Position	52
Statements of Changes in Funds and Reserve	53 - 54
Consolidated Statement of Cash Flows	55
Notes to the Financial Statements	56 - 111

# DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Association of Muslim Professionals (the "Company") and its subsidiaries (collectively, the "Group") for the financial year ended 30 June 2023.

## 1 OPINION OF THE DIRECTORS

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in funds and reserve of the Company are drawn up so as to give a true and fair view of the financial position of the Group and the Company as at 30 June 2023 and the financial performance, changes in funds and reserve and cash flows of the Group and the financial performance and changes in funds and reserve of the Company for the financial year then ended;
- (ii) at the date of this statement, there are reasonable grounds to believe that the Group and the Company will be able to pay its debts as and when they fall due.

## 2 DIRECTORS

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

Dr Md Badrun Nafis Bin Saion	(Chairman)
Hazni Aris Bin Hazam Aris	(Vice-Chairman)
Edwin Ignatious M	
Siti Mariam Binte Mohamad Salim	
Muhammad Tarmizi Bin Abdul Wahid	
Fathurrahman Bin Haji M Dawoed	
Mohamed Noordin s/o Yusuff Marican	
Mohamad Hairil Bin Johari	
Mohamed Nazzi Bin Noor Mohamed Beck	

## 3 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

The Company is a public company limited by guarantee and has no share capital. Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

#### 4 DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

As the Company is a public company limited by guarantee and has no share capital, none of the directors holding office at the end of the reporting period had an interest in the shares or debentures of the Company or any related corporations either at the beginning or end of financial year.

#### 5 SHARE OPTIONS

As the Company is a public company limited by guarantee and has no share capital, matters relating to the issuance of shares or share options are not applicable.

#### 6 AUDITOR

Helmi Talib LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors

DocuSigned by:

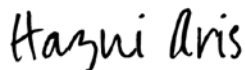


9BD96D5FB5714F4...

**Dr Md Badrun Nafis Bin Saion**

Director

DocuSigned by:



D152300187FF423...

**Hazni Aris Bin Hazam Aris**

Director

Date : 27 October 2023



# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASSOCIATION OF MUSLIM PROFESSIONALS

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of Association of Muslim Professionals (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the statements of financial position of the Group and the Company as at 30 June 2023, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds and reserve and consolidated statement of cash flows of the Group and the statement of profit or loss and other comprehensive income and statement of changes in funds and reserve of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of profit or loss and other comprehensive income, statement of financial position and the statement of changes in funds and reserve 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 in Singapore ("FRSs") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 30 June 2023, and of the consolidated financial performance, consolidated changes in funds and reserve and consolidated cash flows of the Group and of the financial performance and changes in funds and reserve of the Company for the financial year ended on that date.

### Basis for Opinion

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

### **Other Information**

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 45 to 46.

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.

### **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.

INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF ASSOCIATION OF MUSLIM PROFESSIONALS

## 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:

- 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.
- 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.
- 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 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 the subsidiaries incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act and the Charities Act and Regulations.

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

- (a) the Company has not used the donation monies 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.

DocuSigned by:  
*Helmi Talib LLP*  
C8351462DA68498...

---

HELMI TALIB LLP  
Public Accountants and  
Chartered Accountants

Singapore

Date : 27 October 2023  
Partner-in-charge : Bautista Jaypee Lolong  
PA No. : 01977

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

	Note	Group		Company	
		2023	2022	2023	2022
		\$	\$	\$	\$
Revenue	5	22,698,459	22,746,899	9,685,574	16,095,763
Expenditure	6	(22,856,709)	(21,887,500)	(9,159,403)	(15,259,115)
Other income	7	1,012,262	1,202,044	240,942	286,446
Finance costs	8	(16,402)	(27,526)	(1,011)	(3,411)
Profit before tax		837,610	2,033,917	766,102	1,119,683
Income tax expense	9(a)	(27,969)	-	-	-
Profit for the year		809,641	2,033,917	766,102	1,119,683
<b>Other comprehensive income items that will not be reclassified to profit or loss:</b>					
Net surplus on revaluation of freehold property	21	-	508,574	-	508,574
Other comprehensive income for the year, net of tax		-	508,574	-	508,574
Total comprehensive income for the year		809,641	2,542,491	766,102	1,628,257

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

# STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2023

	Note	Group		Company	
		2023	2022	2023	2022
		\$	\$	\$	\$
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	11	7,689,743	16,756,974	3,254,765	11,299,519
Fixed deposits	12	10,738,281	1,300,441	10,738,281	1,300,441
Trade and other receivables	13	2,275,999	2,131,402	2,396,077	2,388,450
Contract assets	5	2,087,637	1,191,654	-	-
Total current assets		22,791,660	21,380,471	16,389,123	14,988,410
<b>Non-current assets</b>					
Property, plant and equipment	14	3,500,989	4,333,180	2,610,153	3,123,018
Intangible assets	15	50,000	50,000	-	-
Investments in subsidiaries	16	-	-	390,258	390,258
Investment securities	17	426,753	471,608	426,753	471,608
Total non-current assets		3,977,742	4,854,788	3,427,164	3,984,884
Total assets		26,769,402	26,235,259	19,816,287	18,973,294
<b>Liabilities and funds and reserve</b>					
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	18	3,599,790	3,741,274	2,122,802	2,024,114
Income tax payable	9(b)	8,151	-	-	-
Lease liabilities	19	151,124	232,487	8,301	21,809
Total current liabilities		3,759,065	3,973,761	2,131,103	2,045,923
<b>Non-current liabilities</b>					
Lease liabilities	19	94,189	154,991	-	8,289
Total non-current liabilities		94,189	154,991	-	8,289
Total liabilities		3,853,254	4,128,752	2,131,103	2,054,212
<b>Funds and reserve</b>					
Unrestricted funds		18,146,932	17,090,003	12,915,968	11,902,578
Restricted funds	20	410,277	657,565	410,277	657,565
Property revaluation reserve	21	4,358,939	4,358,939	4,358,939	4,358,939
Total funds and reserve		22,916,148	22,106,507	17,685,184	16,919,082
Total liabilities and funds and reserve		26,769,402	26,235,259	19,816,287	18,973,294

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

# STATEMENTS OF CHANGES IN FUNDS AND RESERVE

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

Group	Note	2023			
		Unrestricted funds	Restricted funds	Property revaluation reserve	Total
		\$	\$	\$	\$
At 1 July 2022		17,090,003	657,565	4,358,939	22,106,507
<b>Comprehensive income</b>					
Profit for the year, representing total comprehensive income for the year		1,350,199	(540,558)	-	809,641
Transfer of funds	20	(293,270)	293,270	-	-
At 30 June 2023		18,146,932	410,277	4,358,939	22,916,148
		2022			
	Note	Unrestricted funds	Restricted funds	Property revaluation reserve	Total
		\$	\$	\$	\$
At 1 July 2021		10,815,031	799,845	7,949,140	19,564,016
<b>Comprehensive income</b>					
Profit for the year		2,401,764	(367,847)	-	2,033,917
Other comprehensive income					
- Revaluation surplus	21	-	-	508,574	508,574
Total comprehensive income for the year		2,401,764	(367,847)	508,574	2,542,491
Transfer of funds	20	(225,567)	225,567	-	-
Sale of property	21	4,098,775	-	(4,098,775)	-
At 30 June 2022		17,090,003	657,565	4,358,939	22,106,507

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

# STATEMENTS OF CHANGES IN FUNDS AND RESERVE

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

Company		2023			
		Unrestricted funds	Restricted funds	Property revaluation reserve	Total
Note		\$	\$	\$	\$
	At 1 July 2022	11,902,578	657,565	4,358,939	16,919,082
<b>Comprehensive income</b>					
	Profit for the year, representing total comprehensive income for the year	1,306,660	(540,558)	-	766,102
	Transfer of funds	20	(293,270)	293,270	-
	At 30 June 2023	12,915,968	410,277	4,358,939	17,685,184
		<b>2022</b>			
Note		Unrestricted funds	Restricted funds	Property revaluation reserve	Total
		\$	\$	\$	\$
	At 1 July 2021	6,541,840	799,845	7,949,140	15,290,825
<b>Comprehensive income</b>					
	Profit for the year	1,487,530	(367,847)	-	1,119,683
	Other comprehensive income				
	- Revaluation surplus	21	-	508,574	508,574
	Total comprehensive income for the year	1,487,530	(367,847)	508,574	1,628,257
	Transfer of funds	20	(225,567)	225,567	-
	Sale of property	21	4,098,775	-	(4,098,775)
	At 30 June 2022	11,902,578	657,565	4,358,939	16,919,082

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



# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

	Note	2023 \$	2022 \$
<b>Cash flows from operating activities</b>			
Profit before tax		837,610	2,033,917
<b>Adjustments for</b>			
Depreciation of property, plant and equipment	14	1,139,133	1,170,980
Interest expense	8	16,402	27,526
Dividend income	7	(17,679)	(16,029)
Interest income	7	(176,970)	(4,472)
Gain on disposal of property, plant and equipment	7	(1,995)	(146,781)
Fair value loss on investment securities	6	44,855	-
Total adjustments		<u>1,003,746</u>	<u>1,031,224</u>
Total operating cash flows before changes in working capital		1,841,356	3,065,141
<b>Changes in working capital</b>			
(Increase)/decrease in trade and other receivables		(126,920)	796,318
Increase in contract assets		(895,983)	(393,384)
(Decrease)/increase in trade and other payables		(20,729)	527,232
Total changes in working capital		<u>(1,043,632)</u>	<u>930,166</u>
Cash flows from operations		797,724	3,995,307
Income taxes paid		(19,818)	-
Interest received		176,970	4,472
Net cash generated from operating activities		<u>954,876</u>	<u>3,999,779</u>
<b>Cash flows from investing activities</b>			
Placement of fixed deposits		(10,738,281)	(1,300,000)
Proceeds from maturity of fixed deposits		1,300,441	1,550,000
Acquisitions of property, plant and equipment	14	(306,985)	(385,499)
Proceeds from disposal of property, plant and equipment		2,040	-
Proceeds from sale of property		-	2,980,000
Purchase of investment securities	17	-	(86,568)
Net cash (used in)/generated from investing activities		<u>(9,742,785)</u>	<u>2,757,933</u>
<b>Cash flows from financing activities</b>			
Payment of principal portion of lease liabilities	19	(262,920)	(234,241)
Interest paid	19	(16,402)	(27,526)
Net cash used in financing activities		<u>(279,322)</u>	<u>(261,767)</u>
Net (decrease)/increase in cash and cash equivalents		(9,067,231)	6,495,945
Cash and cash equivalents at beginning of financial year		16,756,974	10,261,029
Cash and cash equivalents at end of financial year	11	<u>7,689,743</u>	<u>16,756,974</u>
<b>Net cash flows</b>			
Net cash generated from operating activities		954,876	3,999,779
Net cash (used in)/generated from investing activities		<u>(9,742,785)</u>	<u>2,757,933</u>
Net cash used in financing activities		<u>(279,322)</u>	<u>(261,767)</u>

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

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

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

### 1 GENERAL

Association of Muslim Professionals (the “Company”) (Company Registration No.: 199105100D) is incorporated in Singapore as a public company limited by guarantee with its registered office and principal place of business at 1 Pasir Ris Drive 4, #05-11, Singapore 519457. Under Article 8 of its Memorandum and Articles of Association, each ordinary member undertakes to contribute to the assets of the Company in the event of it being wound up while he is a member, or within one year after he ceases to be a member, for payment of the debts and liabilities of the Company contracted before he ceases to be a member and of the costs, charges and expenses of winding up, such amount as may be required but not exceeding \$100 per member. As at 30 June 2023, the Company has 1,086 (2022: 1,079) ordinary members. In addition, the Company has 342 (2022: 336) associate members who do not bear any liability in the event of the Company being wound up.

The principal activity of the Company is to engage in self-help projects for the betterment of the Malay/Muslim community in particular, and Singaporeans in general. The Company is an approved charity under the Charities Act 1994 and has been accorded the status of an Institution of a Public Character (“IPC”) for the period from 10 October 2018 to 9 October 2023. The IPC status was subsequently renewed for the period from 10 October 2023 to 9 October 2028.

The principal activities of the subsidiaries are disclosed in Notes 16 to the financial statements.

There has been no significant change in the nature of these activities during the financial year.

The consolidated financial statements of the Group and the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in funds and reserve of the Company for the year ended 30 June 2023 were authorised for issue in accordance with a resolution of the Board of Directors of the Company as at the date of Directors’ Statement.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### 2.1 Basis of preparation

The consolidated financial statements of the Group and the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in funds and reserve of the Company have been drawn up in accordance with Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The consolidated financial statements of the Group and the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in funds and reserve of the Company are presented in Singapore Dollar ("S\$"), which is the Company's functional currency.

### 2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial period beginning on 1 July 2022. The adoption of these standards did not have any material effect on the financial statements of the Group.

### 2.3 Standards issued but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements.

The directors expect that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

### 2.4 Basis of consolidation

(a) *Basis of consolidation*

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances. The consolidated financial statements of the Group have

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2	SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)
2.4	Basis of consolidation (Continued)

been prepared in accordance with the principles of merger accounting whereby the Group was formed by a legal reorganisation of entities under common control.

The merger method of accounting is used to account for all business combinations involving entities or business under common control. Under the principles of merger accounting, the combined entity recognises the assets, liabilities and equity of the combining entities at the carrying amount in the consolidated financial information of the controlling entity prior to the common control combination with no fair value adjustments. No amount is recognised for goodwill, and the merger reserve arises representing the difference between the nominal value of the share capital of the subsidiary acquired and the consideration paid as a result of the restructuring exercise. The statement of comprehensive income reflects the results of the Company and its subsidiary for the relevant period.

The merger method also requires that financial statement items of the combining entities for the period in which combination occurs and for the comparative period presented, are to be included as if they had been combined from the beginning of the earliest period presented.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition being the date on which the Group obtains control, and continues to be consolidated until the date that such control ceases.

(b) *Business combinations and goodwill*

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in profit or loss.

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.4 Basis of consolidation (Continued)  
(b) *Business combinations* (Continued)

acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured as cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit (including the goodwill), the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

## 2.5 Property, plant and equipment

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

Freehold property is stated in the statement of financial position at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and where applicable, accumulated impairment losses. Revaluations are carried out by an independent professional valuer once every two financial years such that the carrying amount does not differ materially from that which would be determined using fair values at reporting date.

Any revaluation surplus arising on the revaluation of the freehold property is recognised in other comprehensive income and accumulated under property revaluation reserve, except to the extent that it reverses a revaluation decrease for the same asset previously recognised in profit or loss, in which case the increase is credited to profit or loss. A decrease in carrying amount arising on the revaluation of freehold property is charged to profit or loss to the extent that it offsets an existing surplus on the same asset held in the property revaluation reserve.

Any accumulated depreciation as at revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. The revaluation surplus included in the property revaluation reserve is transferred directly to unrestricted funds on retirement or disposal of the asset.

The cost of property, plant and equipment includes its purchase price and any costs 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.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.5 Property, plant and equipment (Continued)

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

Depreciation is calculated using the straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

Freehold property	-	30 years
Leasehold property	-	3 years
Furniture and fittings	-	5 years
Office equipment	-	5 years
Renovation	-	5 years

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

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

## 2.6 Subsidiary

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it 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.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

## 2.7 Impairment of non-financial assets excluding goodwill

The Group assesses at each reporting date whether there is an indication that non-financial assets other than contract assets may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss 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. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

This also applies to financial assets but not accounted for under FRS 109 such as investments in subsidiaries.

## 2.8 Financial instruments

### (a) *Financial assets*

#### Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.8 Financial instruments (Continued)  
(a) *Financial assets* (Continued)

Subsequent measurement

*Investments in debt instruments*

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income ("FVOCI") and FVPL. The Group only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

*Investments in equity instruments*

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in other comprehensive income which will not be reclassified subsequently to profit or loss. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in other comprehensive income, changes in fair value are recognised in profit or loss.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

- (b) *Financial liabilities*

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

2.8 Financial instruments (Continued)

(b) *Financial liabilities* (Continued)

Initial recognition and measurement (Continued)

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

**2.9 Impairment of financial assets and contract assets**

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVPL and contract assets. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors’ ability to pay.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

### **2.10 Cash and cash equivalents**

Cash and cash equivalents comprise cash at banks and on hand which are subject to an insignificant risk of changes in value.

### **2.11 Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

### **2.12 Government grants**

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

### **2.13 Employee benefits**

#### *(a) Defined contribution plans*

The Group makes contributions to the Central Provident Fund (“CPF”) scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.13 Employee benefits (Continued)

(b) *Short-term employee benefits*

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

**2.14 Leases**

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

**As lessee**

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

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.7 to the financial statements.

The Company's right-of-use assets are presented within property, plant and equipment (Note 14).

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.14 Leases (Continued)  
As lessee (Continued)  
Lease liabilities (Continued)

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

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

The Company's lease liabilities are disclosed in Note 19 to the financial statements.

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis over the lease term.

**2.15 Revenue**

Revenue is measured based on the consideration to which the Group 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 Group 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.

(a) *Donations*

Donations from individuals, companies and other organisations are recognised at the point in time when received. The Group derives approximately 3.00% (2022: 3.00%) of the voluntary donations in the form of cash. Due to the nature of these donations, the Group has limited accounting controls over the contributions prior to the initial entry in the accounting records.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.15 Revenue (Continued)

(b) *Grants, school fees and tuition fees*

Income from government matching grant, MBMF and others are recognised over time when the Group has substantially or all eligibility requirements based on the grant contract.

Income from school fees and tuition fees come from the provision of academic services rendered to enrolled students over the academic period. School fees and tuition fees are recognised as the classes are rendered and satisfied over time.

**2.16 Taxes**

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respects to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the end of the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)  
2.16 Taxes (Continued)

(c) *Goods and Services Tax ("GST")*

Revenues, expenses and assets are recognised net of the amount of GST except:

- where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

**2.17 Funds**

*Unrestricted funds*

Unrestricted funds are available for use at the discretion of the board of directors in the furtherance of the general objectives of the Group and which have not been designated for specific purposes.

*Restricted funds*

Restricted funds are funds which are to be used in accordance with specific restriction imposed by the fund providers.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

### 3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

#### 3.1 Judgements made in applying accounting policies

Management is of the opinion that there are no significant judgements made in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

#### 3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) *Revaluation of property, plant and equipment*

The Group carries its freehold property at fair value, with changes in fair value being recognised in other comprehensive income. The Group engaged an independent professional valuer to assess fair value once every two years. The fair value of property, plant and equipment is determined by an independent professional valuer using recognised valuation techniques, including the direct comparison method. The determination of fair values requires the identification value-sensitive factors and characteristics.

The carrying amount of property, plant and equipment carried at fair value as at 30 June 2023 is disclosed in Note 14 to the financial statements.

(b) *Provision for expected credit losses of trade receivables and contract assets*

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)  
3.2 Key sources of estimation uncertainty (Continued)  
(b) *Provision for expected credit losses of trade receivables and contract assets* (Continued)

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's and Company's trade receivables and contract assets are disclosed in Note 24(a) to the financial statements.

The carrying amount of the Group and Company's trade receivables and contract assets as at 30 June 2023 are disclosed in Notes 5 and 13 to the financial statements.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

#### 4 SIGNIFICANT RELATED PARTY TRANSACTIONS

(a) *Significant related party transactions*

In addition to the related party information disclosed elsewhere in the financial statements, the following transactions with related parties took place at terms agreed between the parties during the financial year:

	<b>Group and Company</b>	
	<b>2023</b>	<b>2022</b>
<i>Related party</i>	\$	\$
Online course fees	-	350

Amounts due from and to related parties are disclosed in Notes 13 and 15 to the financial statements.

(b) *Compensation of key management personnel*

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
Salaries and bonuses	1,370,556	1,264,158	1,022,711	947,585
Employer's CPF contribution	156,743	148,235	124,775	118,298
	<u>1,527,299</u>	<u>1,412,393</u>	<u>1,147,486</u>	<u>1,065,883</u>

	<b>Group</b>	
	<b>2023</b>	<b>2022</b>
	No. of staff	No. of staff
<u>Breakdown by band</u>		
- \$50,001 to \$100,000	1	1
- \$100,001 to \$150,000	9	11
- \$150,001 to \$200,000	2	0

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

4 SIGNIFICANT RELATED PARTY TRANSACTIONS (Continued)  
(b) *Compensation of key management personnel (Continued)*

Key management personnel comprise the Executive Director and the direct reporting senior officers.

It is not the normal practice for the trustees/office bearers, 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 except that the Executive Director and the direct reporting senior officers have employment relationships with the Company and its subsidiaries and have received remuneration in these capacities.

All board members, chairman of sub-committees and staff members of the Company are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holdings that could potentially result in conflict of interests. When a conflict of interest situation arises, the members or staff shall abstain from participating in the discussion, decision making and voting on the matters.

There are no staff who are close members of the family of the Executive Director or Board Members.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 5 REVENUE

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Childcare centre fees and subsidies	11,942,513	11,435,098	-	5,886,319
Student care fees and subsidies	3,561,523	3,865,899	2,589,768	2,933,957
Donations*	3,194,565	3,740,823	3,194,565	3,740,823
Social action programmes**	1,190,600	1,245,947	1,366,791	1,245,947
MBMF grant	1,085,481	1,046,796	1,085,481	1,046,796
Government matching grant***	800,000	800,000	800,000	800,000
Pre-school centre fees	269,454	129,216	-	-
Training and education projects	83,352	73,712	83,352	69,368
Book sales	5,346	7,320	-	-
Other grants	565,625	402,088	565,617	372,553
	22,698,459	22,746,899	9,685,574	16,095,763

\* Included in donations is zakat contribution amounting to \$1,122,000 (2022: \$1,160,655).

\*\* Included in Social Action Programmes is income from Tote Board Social Service Grant of \$185,679 (2022: \$185,399).

\*\*\* Included in government matching grant is the Company's share of a government matching grant for community self-help organisations of \$800,000 (2022: \$800,000) which relates to the donations received during the financial year ended 30 June 2023. The government matching grant is capped at \$800,000 (2022: \$800,000).

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
<b>Timing of render of services</b>				
Over time	15,504,036	15,300,997	2,589,768	8,820,276
At a point in time	7,194,423	7,445,902	7,095,806	7,275,487
	22,698,459	22,746,899	9,685,574	16,095,763

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

5 REVENUE (Continued)

Contract balances

Information about the Group's receivables and contract assets from contracts with customers is disclosed as follows:

	<b>Group</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
Trade receivables (Note 13)	1,533,951	1,771,854
Contract assets	2,087,637	1,191,654

Contract assets primarily relate to the Group's right to consideration for service period completed or satisfaction of performance obligations but not yet billed at reporting date. Contract assets are transferred to receivables when the rights become unconditional.

Significant changes in the contract assets balances during the financial year are as follows:

	<b>Group</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
Contract assets reclassified to trade receivables during the financial year	590,554	1,116,150

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 6 EXPENDITURE

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Childcare centres	10,235,899	8,934,788	-	-
General administrative expenditure and overheads	5,041,278	5,009,742	1,796,960	1,839,718
Student care centres	2,352,107	2,782,156	-	-
Social action programme	2,291,159	2,159,883	2,349,585	2,198,585
Pre-school centres	616,113	628,234	-	-
Management information systems	481,188	463,052	481,188	463,052
Human resource/volunteer management	432,223	496,750	432,223	496,750
Corporate services	369,057	328,696	369,057	328,696
Fund raising projects	311,031	369,709	317,271	369,709
Adult education and training	257,228	264,034	257,228	264,034
Convention	166,191	-	166,191	-
Research fees	161,058	220,388	257,755	253,918
Contributions for community projects	97,322	230,068	97,322	230,068
Fair value loss on investment securities	44,855	-	44,855	-
Management fees	-	-	2,589,768	6,851,976
Recharged POP grant	-	-	-	1,962,609
	22,856,709	21,887,500	9,159,403	15,259,115

The expenditure includes the following:

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Staff costs				
Staff salaries and related costs	13,461,117	13,706,255	3,083,648	3,055,218
Defined contribution pension costs	1,745,370	1,796,251	460,868	461,642
	15,206,487	15,502,506	3,544,516	3,516,860
Depreciation	1,139,133	1,170,980	568,850	633,864

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**7 OTHER INCOME**

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
Government grants	678,487	532,440	-	34,998
Interest income	176,970	4,472	176,970	4,472
Dividend income	17,679	16,029	17,679	16,029
Gain on disposal of property, plant and equipment	1,995	146,781	1,995	167,503
Gain on disposal of stocks	-	7,833	-	7,833
Corporate service fees	-	-	21,000	21,000
Miscellaneous income	137,131	494,489	23,298	34,611
	1,012,262	1,202,044	240,942	286,446

**8 FINANCE COSTS**

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
Interest expense on lease liabilities, representing interest expense on financial liabilities not measured at FVPL (Note 19)	16,402	27,526	1,011	3,411

**9 INCOME TAX**

(a) *Income tax expense*

Income tax expense attributable to profit is made up of:

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
Current income tax provision	8,151	-	-	-
Underprovision in prior year	19,818	-	-	-
	27,969	-	-	-

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

9 INCOME TAX (Continued)  
(a) *Income tax expense* (Continued)

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the financial years ended 30 June 2023 and 2022 were as follows:

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Profit before tax	837,610	2,033,917	766,102	1,119,683
Tax calculated at a tax rate of 17%	142,394	345,765	130,237	190,346
Tax exemption*	(114,271)	(316,770)	(130,237)	(190,346)
Statutory stepped income exemptions and rebates	(10,701)	-	-	-
Utilisation of capital allowances	(5,231)	(155,657)	-	-
Expenses not deductible for tax purposes	7,254	3,212	-	-
Utilisation of donations	-	130,395	-	-
Underprovision in prior year	19,818	-	-	-
Deferred tax asset not recognised	(11,294)	(6,945)	-	-
	27,969	-	-	-

- \* Both the Company and its subsidiary, Kidz Meadow Childcare & Development Centre Limited are approved charities under the Charities Act 1994 and has been accorded the status of an IPC (Note 1). All registered and exempt charities will enjoy automatic income tax exemption and do not need to file income tax returns effective from the Year of Assessment 2009.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

9 INCOME TAX (Continued)  
(a) *Income tax expense* (Continued)

Deferred income tax assets are recognised for tax losses and capital allowances carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable. The Group has unrecognised tax losses from its subsidiary, Centre for Research on Islamic and Malay Affairs Pte Ltd, of approximately \$1,491,766 (2022: \$1,558,202) at the reporting date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements. The tax losses have no expiry date. The Group also has no unutilised donations (2022: \$812,038) from its subsidiary, Mercu Learning Point Pte Ltd. This can be carried forward to set-off against future taxable profits, subject to provision of Section 37 and Section 23 of the Singapore Income Tax Act.

(b) *Income tax payable*

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
At beginning of year	-	-	-	-
Income tax paid	(19,818)	-	-	-
Current year income tax provision	8,151	-	-	-
Underprovision in prior year	19,818	-	-	-
At end of year	8,151	-	-	-



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 10 TAX-EXEMPT RECEIPTS

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted double tax deduction for the donations made to the Company. The Company is an approved charity under the Charities Act 1994 and has been accorded the status of an IPC (Note 1). Qualifying donors are granted 2.5 times tax deduction for the donations made to the Company.

During the financial year, the Company issued tax-exempt receipts for donations collected amounting to \$1,746,456 (2022: \$2,121,954).

## 11 CASH AND CASH EQUIVALENTS

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Cash at banks	7,660,293	16,730,024	3,249,765	11,294,519
Cash on hand	29,450	26,950	5,000	5,000
	7,689,743	16,756,974	3,254,765	11,299,519

Cash at banks are held in non-interest bearing accounts.

For the purpose of the statement of cash flows, cash and cash equivalents comprise the balances as shown above.

Cash and cash equivalents are denominated in Singapore Dollar.

## 12 FIXED DEPOSITS

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
Fixed deposits	10,738,281	1,300,441	10,738,281	1,300,441

Fixed deposits have an average maturity of 3 to 12 months (2022: 1 to 5 months) from the end of the financial year, which can be withdrawn on demand subject to certain charges, with the weighted average effective interest rates of 2.85% (2022: 0.5%) and 2.85% (2022: 0.5%) for the Group and the Company, respectively.

Fixed deposits are denominated in Singapore Dollar.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**13 TRADE AND OTHER RECEIVABLES**

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
<u>Trade receivables</u>				
Grants receivable	1,373,577	1,556,068	1,373,577	1,556,068
Outside parties	160,374	215,786	66,949	122,949
	<u>1,533,951</u>	<u>1,771,854</u>	<u>1,440,526</u>	<u>1,679,017</u>
<u>Other receivables</u>				
Prepayments	497,089	115,353	56,172	16,073
Deposits	232,979	191,092	130,398	115,398
GST receivable	9,663	4,234	9,663	4,234
Subsidiaries	-	-	757,001	524,859
Others	2,317	48,869	2,317	48,869
	<u>742,048</u>	<u>359,548</u>	<u>955,551</u>	<u>709,433</u>
	<u>2,275,999</u>	<u>2,131,402</u>	<u>2,396,077</u>	<u>2,388,450</u>
Total trade and other receivables				
(excluding prepayments and GST receivable)	1,769,247	2,011,815	2,330,242	2,368,143
Cash and cash equivalents (Note 11)	7,689,743	16,756,974	3,254,765	11,299,519
Fixed deposits (Note 12)	10,738,281	1,300,441	10,738,281	1,300,441
Total financial assets carried at amortised cost	<u>20,197,271</u>	<u>20,069,230</u>	<u>16,323,288</u>	<u>14,968,103</u>

**Trade receivables**

Included in trade receivables are grant amounts and donations yet to be received from various government agencies as at reporting date.

Trade receivables are non-interest bearing and are generally on 30 to 60 days' terms.

Expected credit losses ("ECLs")

As at 30 June 2023, there is no allowance provided on expected credit losses of the Group's and the Company's trade receivables and contract assets based on lifetime ECL (2022: nil).

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

13 TRADE AND OTHER RECEIVABLES (Continued)

**Other receivables**

Amounts due from subsidiaries are non-trade in nature, unsecured, non-interest bearing and repayable on demand. These amounts are to be settled in cash.

Trade and other receivables are denominated in Singapore Dollar.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**14 PROPERTY, PLANT AND EQUIPMENT**

	At valuation		At cost			Total
	Freehold property	Leasehold property	Furniture and fittings	Office equipment	Renovation	
	\$	\$	\$	\$	\$	\$
<b>Group</b>						
<b>Cost</b>						
At 1 July 2021	6,400,000	709,041	949,223	1,917,613	2,937,882	12,913,759
Additions	-	-	30,684	162,843	191,972	385,499
Disposals	(3,300,000)	(80,132)	(66,846)	(229,017)	(21,915)	(3,697,910)
Reclassification*	-	-	2,259,717	(161,460)	(2,098,257)	-
Capital grant adjustments	-	-	-	-	(155,004)	(155,004)
Revaluation	508,574	-	-	-	-	508,574
Reversal of depreciation on revaluation	(708,574)	-	-	-	-	(708,574)
At 30 June 2022	2,900,000	628,909	3,172,778	1,689,979	854,678	9,246,344
Reclassification	-	-	(690,723)	-	690,723	-
Additions	-	97,012	12,600	174,233	23,140	306,985
Disposals	-	-	(137,195)	(305,471)	(7,263)	(449,929)
Write-off	-	-	(53,124)	-	-	(53,124)
At 30 June 2023	2,900,000	725,921	2,304,336	1,558,741	1,561,278	9,050,276
<b>Accumulated depreciation</b>						
At 1 July 2021	792,388	164,503	831,992	1,486,638	2,069,546	5,345,067
Charge for the financial year	486,730	221,157	156,518	190,618	115,957	1,170,980
Disposals	(534,291)	(43,828)	(66,845)	(228,983)	(17,250)	(891,197)
Reclassification*	-	-	1,845,652	(141,890)	(1,703,762)	-
Capital grant adjustments	-	-	-	-	(7,750)	(7,750)
Reversal of depreciation on revaluation	(708,574)	-	-	-	-	(708,574)
Other adjustments	-	-	4,731	-	(93)	4,638
At 30 June 2022	36,253	341,832	2,772,048	1,306,383	456,648	4,913,164
Charge for the financial year	435,000	213,215	150,533	210,694	129,691	1,139,133
Reclassification	-	-	(690,723)	-	690,723	-
Disposals	-	-	(137,197)	(305,426)	(7,264)	(449,887)
Write-off	-	-	(53,123)	-	-	(53,123)
At 30 June 2023	471,253	555,047	2,041,538	1,211,651	1,269,798	5,549,287

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

14 PROPERTY, PLANT AND EQUIPMENT (Continued)

	At valuation		At cost			Total \$
	Freehold property \$	Leasehold property \$	Furniture and fittings \$	Office equipment \$	Renovation \$	
<b>Group</b>						
<b>Net carrying amount</b>						
At 30 June 2022	2,863,747	287,077	400,730	383,596	398,030	4,333,180
At 30 June 2023	2,428,747	170,874	262,798	347,090	291,480	3,500,989

- \* Discloses the reclassification made by Kidz Meadow Childcare & Development Centre Limited on all assets transferred to the entity.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

14 PROPERTY, PLANT AND EQUIPMENT (Continued)

	At valuation		At cost			Total
	Freehold property	Leasehold property	Furniture and fittings	Office equipment	Renovation	
	\$	\$	\$	\$	\$	\$
<b>Company</b>						
<b>Cost</b>						
At 1 July 2021	6,400,000	132,857	644,919	1,014,138	2,487,160	10,679,074
Additions	-	-	-	75,474	-	75,474
Disposals	(3,300,000)	(59,404)	-	(8,982)	-	(3,368,386)
Transfer to related company under common control	-	-	(338,672)	(161,460)	(2,098,257)	(2,598,389)
Revaluation	508,574	-	-	-	-	508,574
Reversal of depreciation on revaluation	(708,574)	-	-	-	-	(708,574)
At 30 June 2022	2,900,000	73,453	306,247	919,170	388,903	4,587,773
Additions	-	-	980	55,048	-	56,028
Disposals	-	-	(128,068)	(283,895)	(7,263)	(419,226)
At 30 June 2023	2,900,000	73,453	179,159	690,323	381,640	4,224,575
<b>Accumulated depreciation</b>						
At 1 July 2021	792,388	46,462	573,550	901,181	1,940,749	4,254,330
Charge for the financial year	486,730	26,532	14,538	50,124	55,940	633,864
Disposals	(534,291)	(23,100)	-	(8,990)	-	(566,381)
Transfer to subsidiary	-	-	(302,832)	(141,890)	(1,703,762)	(2,148,484)
Reversal of depreciation on revaluation	(708,574)	-	-	-	-	(708,574)
At 30 June 2022	36,253	49,894	285,256	800,425	292,927	1,464,755
Charge for the financial year	435,000	16,631	12,581	53,706	50,932	568,850
Disposals	-	-	(128,069)	(283,850)	(7,264)	(419,183)
At 30 June 2023	471,253	66,525	169,768	570,281	336,595	1,614,422

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

14 PROPERTY, PLANT AND EQUIPMENT (Continued)

	At valuation		At cost			Total
	Freehold property	Leasehold property	Furniture and fittings	Office equipment	Renovation	
	\$	\$	\$	\$	\$	\$
<b>Company</b>						
<b>Net carrying amount</b>						
At 30 June 2022	2,863,747	23,559	20,991	118,745	95,976	3,123,018
At 30 June 2023	2,428,747	6,928	9,391	120,042	45,045	2,610,153

The Group adopted the revaluation model for its freehold property.

A valuation for the premises at 150 Changi Road #04-07, Guthrie Building, Singapore 419973 was performed by an independent professional valuer, Robert Khan & Co Pte Ltd for the financial year ended 30 June 2023. The valuation report dated 11 May 2022 indicated a market value of \$2,900,000 as at 11 May 2022. Fair value of the freehold property was determined using the market comparable method and on an existing use basis.

On 1 November 2021, the Group concluded the sale of its freehold property located at 150 Changi Road #04-06 Guthrie Building, Singapore 419973. The gain on the sale of the property amounted to \$163,962.

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 22(a) to the financial statements.

The carrying amount of freehold property would be nil (2022: nil) had the freehold property been measured using the cost model.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**15 INTANGIBLE ASSETS**

	<b>Group</b>	
	<b>2023</b>	<b>2022</b>
<b><u>Goodwill</u></b>		
<b>Cost</b>	\$	\$
At beginning and end of year	50,000	50,000
<b>Net carrying amount</b>		
At 30 June	50,000	50,000

Goodwill arose from the acquisition of two new childcare centres with effect from 1 January 2021. The Group tests goodwill for impairment annually, or more frequently when there is an indication for impairment. There is no impairment for goodwill (2022: nil) identified by the managements for the financial year.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 16 INVESTMENTS IN SUBSIDIARIES

	<b>Company</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
<u>Equity investments at cost</u>		
At beginning of financial year	2,010,682	2,010,682
Less: Allowance for impairment loss	(1,620,424)	(1,620,424)
At end of financial year	390,258	390,258
 <u>Movement in allowance for impairment loss</u>		
Balance at beginning and end of financial year	1,620,424	1,620,424

The particulars of the subsidiaries are as follows:

<b>Name of Company (Country of incorporation)</b>	<b>Principal activities (Place of business)</b>	<b>Cost of investment</b>		<b>Equity held by Company</b>	
		<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
		\$	\$	%	%
Centre for Research on Islamic and Malay Affairs Pte Ltd (Singapore)	To perform research in, and studies on, the affairs of the Malay/Muslim community (Singapore)	1,760,682	1,760,682	100	100
Mercu Learning Point Pte Ltd (Singapore)	To provide educational, training and childcare centre services (Singapore)	250,000	250,000	100	100
Kidz Meadow Childcare & Development Centre Limited * (Singapore)	To provide childcare services for pre-school children (Singapore)	-	-	-	-
		2,010,682	2,010,682		

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

16 INVESTMENTS IN SUBSIDIARIES (Continued)

- \* There is no cost of investment as the subsidiary is incorporated as a company limited by guarantee under the Companies Act 1967. The Company recognises this entity as a subsidiary through exercise of control. The Company has undertaken to contribute such amounts not exceeding \$100 to the assets of the subsidiary in the event the subsidiary is wound up and the monies are required for payment of the liabilities of the subsidiary.

As part of an internal restructuring within the Group, Kidz Meadow Childcare & Development Centre Limited was incorporated on 29 April 2021 and has taken over the childcare and infantcare operations of the Kidz Meadow Centres from fellow subsidiary, Mercu Learning Point Pte. Ltd. ("MERCU"). As a result, the assets and liabilities related to these centres carried by MERCU and the Company as at 30 June 2021 were transferred to Kidz Meadow Childcare Centre Limited on 1 July 2021. The effective date of the common control combination is 29 April 2021.

*Transfer of assets and liabilities to Kidz Meadow Childcare & Development Centre Limited*

	<b>Transfer from MERCU</b>	<b>Transfer from Company</b>	<b>Total</b>
	\$	\$	\$
Cash and cash equivalents	1,800,000	-	1,800,000
Trade and other receivables	-	305,696	305,696
Contract assets	1,115,107	-	1,115,107
Plant and equipment	522,783	449,905	972,688
Right-of-use asset	738,951	-	738,951
Intangible assets	50,000	-	50,000
Trade and other payables	(1,088,038)	(755,601)	(1,843,639)
Lease liabilities	(766,784)	-	(766,784)
Funds transferred	<u>2,372,019</u>	<u>-</u>	<u>2,372,019</u>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**17 INVESTMENT SECURITIES**

	<b>Group and Company</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
<u>Financial assets</u>		
<i>At fair value through other comprehensive income</i>		
- Equity securities (unquoted)	1	1
<i>At fair value through profit or loss</i>		
- Equity securities (quoted)	426,752	471,607
	<u>426,753</u>	<u>471,608</u>

The fair values of each of the investments in unquoted equity securities designated at fair value through other comprehensive income at the end of the reporting period were as follows:

	<b>Group and Company</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
<i>At fair value through other comprehensive income</i>		
- Equity securities (unquoted)		
Gema Holdings Pte. Ltd.	<u>1</u>	<u>1</u>

The Company has elected to measure these unquoted securities at fair value through other comprehensive income due to the Company's intention to hold these equity securities for long-term appreciation.

The quoted equity securities pertain to investments in equity securities of companies listed in the Singapore Exchange Limited and New York Stock Exchange. The investments offer the Group opportunity for dividend income and fair value gains. The fair value of these listed equity securities is based on the closing bid prices on the last market day of the financial year.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**18 TRADE AND OTHER PAYABLES**

	Group		Company	
	2023	2022	2023	2022
	\$	\$	\$	\$
<u>Trade payables</u>				
Outside parties	206,088	163,403	60,869	30,707
<u>Other payables</u>				
Accrued operating expenses	1,682,907	2,126,836	447,358	582,208
Deposits received	853,865	797,763	167,048	162,704
GST payable	192,276	176,446	-	-
Provision for unclaimed leave	197,548	174,500	-	76,802
Outside parties	174,140	199,775	174,140	199,775
Deferred income	224,694	32,877	182,625	-
Subsidiaries	-	-	1,022,490	902,244
	3,325,430	3,508,197	1,993,661	1,923,733
<u>Other payables</u>				
Due to Madrasah Aljunied*				
Balance at beginning of financial year	64,265	64,140	64,265	64,140
- Receipts during the financial year	293,603	298,303	293,603	298,303
- Administrative expenses	(4,928)	(4,937)	(4,928)	(4,937)
- Management fees	(34,641)	(35,204)	(34,641)	(35,204)
- Disbursement during the financial year	(255,125)	(258,037)	(255,125)	(258,037)
Balance at end of financial year	63,174	64,265	63,174	64,265
Due to Abdul Gafoor Mosque**				
Balance at beginning of financial year	5,409	5,486	5,409	5,486
- Receipts during the financial year	10,792	11,207	10,792	11,207
- Administrative expenses	(203)	(190)	(203)	(190)
- Management fees	(212)	(220)	(212)	(220)
- Disbursement during the financial year	(10,688)	(10,874)	(10,688)	(10,874)
Balance at end of financial year	5,098	5,409	5,098	5,409
	3,599,790	3,741,274	2,122,802	2,024,114
Total trade and other payables (excluding GST payable and deferred income)	3,182,820	3,531,951	1,940,177	2,024,114
Lease liabilities (Note 19)	245,313	387,478	8,301	30,098
Total financial liabilities at amortised cost	3,428,133	3,919,429	1,948,478	2,054,212

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

18 TRADE AND OTHER PAYABLES (Continued)

- \* The Company provides the Madrasah Aljunied Al-Islamiah, a committee constituted and authorised by Majlis Ugama Islam Singapura (the “Majlis”), with management assistance to raise funds for the Madrasah Aljunied Education and Administration Fund.
- \*\* The Company provides the Abdul Gafoor Mosque Management Board, a committee constituted and authorised by the Majlis, with management assistance to raise funds for Abdul Gafoor Mosque.

Trade and other payables are denominated in Singapore Dollar.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**19 LEASE LIABILITIES**

	<b>Group</b>		<b>Company</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$	\$	\$	\$
<b>Current</b>				
Lease liabilities (Note 22(b))	151,124	232,487	8,301	21,809
<b>Non-current</b>				
Lease liabilities (Note 22(b))	94,189	154,991	-	8,289
	245,313	387,478	8,301	30,098

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

	<b>Group</b>						
	<b>1 July</b>	<b>Cash flows</b>	<b>Non-cash changes</b>				<b>30 June</b>
<b>2022</b>	<b>Disposal</b>		<b>Reversal</b>	<b>Accretion</b>	<b>Others</b>	<b>2023</b>	
	\$	\$	\$	\$	\$	\$	
Lease liabilities							
- current	232,487	(279,322)	-	16,402	181,557	151,124	
- non-current	154,991	-	(533)	-	(60,269)	94,189	
	387,478	(279,322)	(533)	16,402	121,288	245,313	
	<b>1 July</b>	<b>Cash flows</b>	<b>Non-cash changes</b>				<b>30 June</b>
	<b>2021</b>		<b>Disposal</b>	<b>Reversal</b>	<b>Accretion</b>	<b>Others</b>	<b>2022</b>
	\$	\$	\$	\$	\$	\$	
Lease liabilities							
- current	262,519	(261,767)	-	194,483	27,526	232,487	
- non-current	400,550	-	(39,751)	(194,483)	-	154,991	
	663,069	(261,767)	(39,751)	27,526	(1,599)	387,478	

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

19 LEASE LIABILITIES (Continued)

		Non-cash changes					30 June 2023	
		1 July 2022	Cash flows	Disposal	Reversal	Accretion of interests		Others
		\$	\$	\$	\$	\$	\$	
Lease liabilities								
- current		21,809	(22,265)	-	-	1,011	7,746	8,301
- non-current		8,289	-	(533)	-	-	(7,756)	-
		30,098	(22,265)	(533)	-	1,011	(10)	8,301

		Non-cash changes					30 June 2022	
		1 July 2021	Cash flows	Disposal	Reversal	Accretion of interests		Others
		\$	\$	\$	\$	\$	\$	
Lease liabilities								
- current		45,604	(38,529)	-	-	3,409	11,325	21,809
- non-current		59,365	-	(39,751)	-	-	(11,325)	8,289
		104,969	(38,529)	(39,751)	-	3,409	-	30,098

Lease liabilities are denominated in Singapore Dollar.

## 20 RESTRICTED FUNDS

	Dedicated Centre for Marriages & Divorces			School Fund	Total
	MSF Grant for Inspirasi \$	Toteboard Social Service Fund for Inspirasi \$	Total \$	Donations \$	\$
<b>Group and Company 2023</b>					
At 1 July 2022	147,740	-	147,740	509,825	657,565
Incoming resources	691,106	185,675	876,781	351,295	1,228,076
Transfer from unrestricted fund	262,265	-	262,265	31,005	293,270
Expenditure	(1,099,699)	(185,675)	(1,285,374)	(483,260)	(1,768,634)
At 30 June 2023	1,412	-	1,412	408,865	410,277
<b>2022</b>					
At 1 July 2021	270,120	-	270,120	529,725	799,845
Incoming resources	686,131	185,399	871,530	326,181	1,197,711
Transfer from unrestricted fund	182,744	-	182,744	42,823	225,567
Expenditure	(991,255)	(185,399)	(1,176,654)	(388,904)	(1,565,558)
At 30 June 2022	147,740	-	147,740	509,825	657,565

The restricted fund for the Dedicated Centre for Marriages and Divorces (“DDC”), also known as Inspirasi@AMP, has been set up as an intervention centre for marriages and divorces involving Muslim minors. DDC is funded by the Ministry of Social and Family Development (“MSF”). MSF’s funding model is 100% of mandatory component (i.e. Marriage Preparation Programme for minor couples) and 50% of non-mandatory component (i.e. Marriage Preparation Programme for young couples and post-marriage programmes and support).

The Ready for School Fund (“Fund”) was established as a restricted fund in July 2007. The income sources of the Fund are public donations and projects specifically in aid of the Fund. The purpose of the Fund is to aid disadvantaged school-going children of all races in essential school expenditures including school and tuition fee subsidies, enrichment programme subsidies, transportation expense and other financial assistance.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

**21 PROPERTY REVALUATION RESERVE**

	<b>Group and Company</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
At beginning of year	4,358,939	7,949,140
Revaluation surplus	-	508,574
Sale of property	-	(4,098,775)
At end of year	<u>4,358,939</u>	<u>4,358,939</u>

The property revaluation reserve arises from the revaluation of the Company's freehold property (Note 14).

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

## 22 LEASES

The Group has various lease contracts for office space and office equipment. The Group's obligations under these leases are secured by the lessor's title to the leased assets. The Group is restricted from assigning and subleasing the leased assets.

(a) *Carrying amount of right-of-use assets classified within property, plant and equipment*

	<b>Group</b>		
	<b>Leasehold property</b>	<b>Office equipment</b>	<b>Total</b>
	\$	\$	\$
At 30 June 2021	544,537	102,596	647,133
Disposal	(36,304)	-	(36,304)
Charge for the financial year	(221,157)	(35,194)	(256,351)
At 30 June 2022	287,076	67,402	354,478
Additions	97,013	24,286	121,299
Disposal	-	-	-
Charge for the financial year	(213,215)	(28,209)	(241,424)
At 30 June 2023	170,874	63,479	234,353

	<b>Company</b>		
	<b>Leasehold property</b>	<b>Office equipment</b>	<b>Total</b>
	\$	\$	\$
At 30 June 2021	86,395	10,585	96,980
Disposal	(36,303)	-	(36,303)
Charge for the financial year	(26,532)	(7,652)	(34,184)
At 30 June 2022	23,560	2,933	26,493
Charge for the financial year	(16,631)	(2,933)	(19,564)
At 30 June 2023	6,929	-	6,929

(b) *Lease liabilities*

The carrying amounts of lease liabilities and the movements during the financial year are disclosed in Note 19 to the financial statements and the maturity analysis of lease liabilities is disclosed in Note 24 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

22 LEASES (Continued)

(c) *Amounts recognised in profit or loss*

	<b>Group</b>	
	<b>2023</b>	<b>2022</b>
	\$	\$
Depreciation of right-of-use assets	241,424	256,351
Interest expense on lease liabilities (Note 19)	16,402	27,526
Lease expense not capitalised in lease liabilities:		
- Expense relating to short-term leases (included in administrative and other expenses)	552,045	586,891
Total amount recognised in profit or loss	809,871	870,768

(d) *Total cash outflow*

The Group had total cash outflows for leases of \$279,322 (2022: \$261,767).

## 23 FUND RAISING AND SPONSORSHIP EXPENSES

The Company's total fund raising and sponsorship expenses is \$311,031 (2022: \$369,709) which is less than 30% of the total gross receipts from fund raising and sponsorships of \$3,194,565 (2022: \$3,740,823) raised during the financial year.

The total fund raising and sponsorship expenses include all expenses classified under fund raising projects, while the total gross receipts from fund raising and sponsorships include all donations received.

## 24 FINANCIAL INSTRUMENTS

### (a) *Financial risk management*

The Group's activities expose it to a variety of financial risks from its operation. The key financial risks include credit risk, liquidity risk and market risk (including interest rate risk and market price risk).

The directors reviews and agrees policies and procedures for the management of these risks, which are executed by the management team. It is, and has been throughout the current and previous financial years, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Group's exposure to these financial risks or manner in which it manages and measures the risks.

### **Credit risk**

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and cash equivalents, fixed deposits and investment in securities), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

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 Group considers the probability of default upon initial recognition of asset and whether there has been a significant

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management (Continued)*  
*Credit risk (Continued)*

increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when internal and/or external information indicated 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.

To minimise credit risk, the Group has developed and maintained the Group's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Group's own trading records to rate its major customers and other debtors. The Group considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor; or
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Group determined that its financial assets and contract assets are credit-impaired when:

- There is significant difficulty of the issuer or the debtor;
- A breach of contract, such as a default or past due event; or
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation.
- There is a disappearance of an active market for that financial asset because of financial difficulty.

The Group categorises a receivable for potential write-offs when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management* (Continued)  
*Credit risk* (Continued)

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses (ECL)
I	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
II	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
III	Amount is >60 days past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL - credit-impaired
IV	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off

The table below details the credit quality of the Group and Company's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

Group	Note	Category	ECL	Gross carrying amount	Loss allowance	Net carrying amount
				\$	\$	\$
<b>30 June 2023</b>						
Trade receivables	13	Note 1	Lifetime ECL (Simplified)	1,533,951	-	1,533,951
Contract assets	5	Note 1	Lifetime ECL (Simplified)	2,087,637	-	2,087,637
Other receivables (excluding prepayments and GST receivable)	13	I	12-month ECL	235,296	-	235,296
				<b>3,856,884</b>	<b>-</b>	<b>3,856,884</b>
<b>30 June 2022</b>						
Trade receivables	13	Note 1	Lifetime ECL (Simplified)	1,771,854	-	1,771,854
Contract assets	5	Note 1	Lifetime ECL (Simplified)	1,191,654	-	1,191,654
Other receivables (excluding prepayments and GST receivable)	13	I	12-month ECL	239,961	-	239,961
				<b>3,203,469</b>	<b>-</b>	<b>3,203,469</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)

(a) *Financial risk management* (Continued)  
*Credit risk* (Continued)

The table below details the credit quality of the Group and Company's financial assets, as well as maximum exposure to credit risk by credit risk rating categories: (Continued)

	Note	Category	ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
<b>Company</b>						
<b>30 June 2023</b>						
Trade receivables	13	Note 1	Lifetime ECL (Simplified)	1,440,526	-	1,440,526
Other receivables (excluding prepayments and GST receivable)	13	I	12-month ECL	889,716	-	889,716
				2,330,242	-	2,330,242
<b>30 June 2022</b>						
Trade receivables	13	Note 1	Lifetime ECL (Simplified)	1,679,017	-	1,679,017
Other receivables (excluding prepayments and GST receivable)	13	I	12-month ECL	689,126	-	689,126
				2,368,143	-	2,368,143

Trade receivables and contract assets (Note A)

For trade receivables and contract assets, the Group has applied the simplified approach in FRS 109 to measure the loss allowance at lifetime ECL. The Group determines the ECL by using a provision matrix, estimated based on historical credit loss experience base on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables and contracts asset is presented based on their past due status in terms of provision matrix.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)  
(a) Financial risk management (Continued)  
Credit risk (Continued)

	Group					
	Contract assets	Trade receivables				Total
	\$	Days past due				
		Not past due	≤30 days	61-90 days	>90 days	
\$		\$	\$	\$	\$	
<b>30 June 2023</b>						
ECL rate	0%	0%	0%	0%	0%	
Estimated total gross carrying amount at default	2,087,637	1,532,817	378	378	378	1,533,951
ECL	-	-	-	-	-	-
						<u>1,533,951</u>
<b>30 June 2022</b>						
ECL rate	0%	0%	0%	0%	0%	
Estimated total gross carrying amount at default	1,191,654	1,771,854	-	-	-	1,771,854
ECL	-	-	-	-	-	-
						<u>1,771,854</u>
	Company					
	Contract assets	Trade receivables				Total
	\$	Days past due				
		Not past due	≤30 days	61-90 days	>90 days	
\$		\$	\$	\$	\$	
<b>30 June 2023</b>						
ECL rate	0%	0%	0%	0%	0%	
Estimated total gross carrying amount at default	0	1,439,392	378	378	378	1,440,526
ECL	-	-	-	-	-	-
						<u>1,440,526</u>
<b>30 June 2022</b>						
ECL rate	0%	0%	0%	0%	0%	
Estimated total gross carrying amount at default	-	1,679,017	-	-	-	1,679,017
ECL	-	-	-	-	-	-
						<u>1,679,017</u>



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management* (Continued)  
*Credit risk* (Continued)  
*Trade receivables and contract assets (Note A)* (Continued)

*Excessive risk concentration*

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry.

*Exposure to credit risk*

The Group has no significant concentration of credit risk. The Group monitors its credit collection regularly as a means of managing credit risk.

**Other receivables (Note B)**

The Group assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group measured the impairment loss allowance using 12-months ECL and determined that the ECL is insignificant.

***Liquidity risk***

Liquidity risk refers to the risk that the Group and Company will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Group's and Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Group finances its working capital requirements through funds generated from operations. The directors are satisfied that funds are available to finance the operations of the Company.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management* (Continued)

*Analysis of financial instruments by remaining contractual liabilities*

2023

**Group**

**Financial assets**

	<b>Carrying amount</b> \$	<b>Contractual cash flows</b> \$	<b>One year or less</b> \$	<b>More than one year</b> \$
Cash and cash equivalents (Note 11)	7,689,743	7,689,743	7,689,743	-
Fixed deposits (Note 12)	10,738,281	10,738,281	10,738,281	-
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	1,769,247	1,769,247	1,769,247	-
Investment securities (Note 17)	426,753	426,753	-	426,753
Total undiscounted financial assets	20,624,024	20,624,024	20,197,271	426,753

**Financial liabilities**

Trade and other payables (excluding deferred income and GST payable) (Note 18)	3,182,820	3,182,820	3,182,820	-
Lease liabilities (Note 19)	245,313	359,606	231,575	128,031
Total undiscounted financial liabilities	3,428,133	3,542,426	3,414,395	128,031
Total net undiscounted financial assets/(liabilities)	17,195,891	17,081,598	16,782,876	298,722

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management (Continued)*  
*Liquidity risk (Continued)*  
*Analysis of financial instruments by remaining contractual liabilities (Continued)*

2022

**Group**

**Financial assets**

	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>One year or less</b>	<b>More than one year</b>
	\$	\$	\$	\$
Cash and cash equivalents (Note 11)	16,756,974	16,756,974	16,756,974	-
Fixed deposits (Note 12)	1,300,441	1,300,441	1,300,441	-
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	2,011,815	2,011,815	2,011,815	-
Investment securities (Note 17)	471,608	471,608	-	471,608
Total undiscounted financial assets	20,540,838	20,540,838	20,069,230	471,608

**Financial liabilities**

Trade and other payables (excluding deferred income and GST payable) (Note 18)	3,531,951	3,531,951	3,531,951	-
Lease liabilities (Note 19)	387,478	389,280	244,762	144,518
Total undiscounted financial liabilities	3,919,429	3,921,231	3,776,713	144,518
Total net undiscounted financial assets/(liabilities)	16,621,409	16,619,607	16,292,517	327,090

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management (Continued)*  
*Liquidity risk (Continued)*  
*Analysis of financial instruments by remaining contractual liabilities (Continued)*

2023

	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>One year or less</b>	<b>More than one year</b>
	\$	\$	\$	\$
<b>Company</b>				
<b>Financial assets</b>				
Cash and cash equivalents (Note 11)	3,254,765	3,254,765	3,254,765	-
Fixed deposits (Note 12)	10,738,281	10,738,281	10,738,281	-
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	2,330,242	2,330,242	2,330,242	-
Investment securities (Note 17)	426,753	426,753	-	426,753
Total undiscounted financial assets	16,750,041	16,750,041	16,323,288	426,753
<b>Financial liabilities</b>				
Trade and other payables (excluding deferred income and GST payable) (Note 18)	1,940,177	1,940,177	1,940,177	-
Lease liabilities (Note 19)	8,301	11,606	11,606	-
Total undiscounted financial liabilities	1,948,478	1,951,783	1,951,783	-
Total net undiscounted financial assets/(liabilities)	14,801,563	14,798,258	14,371,505	426,753

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management* (Continued)  
*Liquidity risk* (Continued)  
*Analysis of financial instruments by remaining contractual liabilities* (Continued)

2022

	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>One year or less</b>	<b>More than one year</b>
	\$	\$	\$	\$
<b>Company</b>				
<b>Financial assets</b>				
Cash and cash equivalents (Note 11)	11,299,519	11,299,519	11,299,519	-
Fixed deposits (Note 12)	1,300,441	1,300,441	1,300,441	-
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	14,968,103	14,968,103	14,968,103	-
Investment securities (Note 17)	471,608	471,608	-	471,608
Total undiscounted financial assets	28,039,671	28,039,671	27,568,063	471,608
<b>Financial liabilities</b>				
Trade and other payables (excluding deferred income and GST payable) (Note 18)	2,054,212	2,054,212	2,054,212	-
Lease liabilities (Note 19)	30,098	31,196	22,800	8,396
Total undiscounted financial liabilities	2,084,310	2,085,408	2,077,012	8,396
Total net undiscounted financial assets/(liabilities)	25,955,361	25,954,263	25,491,051	463,212

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 24 FINANCIAL INSTRUMENTS (Continued)  
(a) *Financial risk management* (Continued)

**Market risk**

Market risk is the risk that changes in market prices, such as interest rates and market prices, will affect the Group's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Interest rate risk

Interest rate risk is the risk that fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises from fixed deposits.

The Group does not expect any significant effect on the Company's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

At the reporting period, if the interest rates had been 100 basis points higher/lower with all other variables held constant, the Group and the Company's profit before tax would have been \$107,383 and \$107,383 (2022: \$13,004 and \$13,004), arising mainly as a result of higher interest income on fixed deposits. The assumed movement in basis points for interest rate sensitivity analysis is based on currently observable market environment.

Market price risk

Market price risk is the potential change in value of the financial instrument caused by unfavorable changes in the market value of the securities underlying the instruments. The Group is exposed to equity securities price risk because of the investments held by the Group which are classified as at fair value through profit or loss. These instruments are based in Singapore and United States of America. The Group does not have exposure to commodity price risk.

The Group's objective is to manage investment returns and equity price risk using a mix of investment grade shares with steady yield.

*Sensitivity analysis for market price risk*

At the end of the reporting period, if prices for equity securities had been 1% (2022: 1%) higher/lower with all other variables held constant, the Group's profit before tax would have been \$4,268 (2022: \$4,716) higher/lower, respectively, arising as a result of an increase/decrease in the fair value equity securities classified as fair value through profit or loss.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

24 FINANCIAL INSTRUMENTS (Continued)

(b) *Fair values of assets and liabilities*

The fair values of financial assets and financial liabilities reported in the statement of financial position approximate the carrying amounts of those assets and liabilities, as these are short term in nature, except for lease liabilities and investment in securities.

**Lease liabilities**

The carrying amount of lease liabilities approximate their fair values as they are subject to interest rates close to market rate of interests for similar arrangements with financial institutions.

**Investments in securities**

The carrying amount of investments in securities have been adjusted to its fair value.

Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 - Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date;
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - Unobservable inputs for the asset or liability

The fair value of quoted investment securities amounting to \$426,753 (2022: \$471,608) are classified as level 1.

The fair value of freehold property amounting to \$2,900,000 (2022: \$2,900,000) is classified as level 3. The fair value was determined using the market comparable method and on an existing use basis. The valuation has been performed by Robert Khan & Co Pte Ltd, an independent valuer. A gain from revaluation of freehold property of NIL (2022: \$508,574) for the financial year ended 30 June 2023 was recognised in other comprehensive income.

Significant unobservable valuation input: Price per square metre - \$10,985

Significant increase/(decrease) in estimated price per square metre in isolation would result in a significantly higher/(lower) fair value on a linear basis.

## 25 FINANCIAL INSTRUMENTS BY CATEGORY

At the reporting date, the aggregate carrying amounts of financial assets and financial liabilities carried at amortised cost were disclosed in Notes 13 and 18 to the financial statements, respectively.

## 26 CAPITAL MANAGEMENT

The objectives of the Group and the Company when managing its funds are to safeguard and to maintain adequate working capital to continue as a going concern and to develop its principle activities over the longer term. No changes were made in the objectives, policies or processes during the years ended 30 June 2023 and 30 June 2022.

### **General Reserve Policy**

#### Policy Statement

The primary objective of this policy is to promote transparency on management with regard to its reserves and to assure stakeholders that the Company's financial reserve is well managed and has, where appropriate, a strategy for building up the reserves. The policy applies to net assets not earmarked for restricted usage. The Group will continue to be guided by prudent financial policies of which gearing is an important aspects.

The Group and the Company do not have any externally imposed capital requirements for the financial year ended 30 June 2023 and 30 June 2022.

#### General Reserves

The Company will build up and maintain a reserve that will be no less than 1 year and not more than 5 years of the annual operating expenditure. The reserves will be reviewed by the Finance and Investment Committee at least annually to see if the current arrangement provides adequate cover to meet the needs of the Company's operating expenditure during difficult financial times.

The preparation of the annual budget should be with the intent of building up the general reserve to the desired level.

The general reserve funds may be invested in accordance with the Investment Policy Framework adopted by the Finance and Investment Committee.



NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2023

- 26 CAPITAL MANAGEMENT (Continued)  
General Reserve Policy (Continued)

Surplus Assets

In accordance with the Memorandum of Association, if on the winding-up or dissolution of the Company, or in the event of the Company ceasing to be registered charity under the Charities Act there remains, after the satisfaction of all its debts and liabilities any property whatsoever, the same shall not be paid to or distributed among the members of the Company, but shall be given or transferred to some other charitable institution or institutions of a public character in Singapore which are registered under the Charities Act, 1994.



AMP @ Pasir Ris  
1 Pasir Ris Drive 4, #05-11, Singapore 519457  
T (65) 6416 3966 | E corporate@amp.org.sg  
www.amp.org.sg  
Reg. No.: 199105100D

