



R E L I M I T S N G

AMP ANNUAL REPORT 2021



AMP
SINGAPORE



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 21st 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.

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AMP COMMUNIQUE

BISMILLAHIRRAHMANIRRAHIM

in the name of Allah, Most Beneficent, Most Merciful

The National Convention of Singapore Malay/Muslim Professionals

On the sixth and seventh day of October 1990, corresponding with 17 and 18 Rabiul Awal 1411H, 511 Malay/Muslim professionals met formally for the First National Convention of Singapore Malay/Muslim Professionals at the National Productivity Board Auditorium, to discuss, debate and brainstorm the future of Singapore's Malay/Muslim community.

Guided by the theme, **Forging a Vision: Prospects, Challenges and Directions (Malays/Muslims in 21st Century Singapore)**, the participants reviewed the present state of the community, assessed the future confronting it and considered possible strategies to uplift the general status of Malay/Muslim Singaporeans.



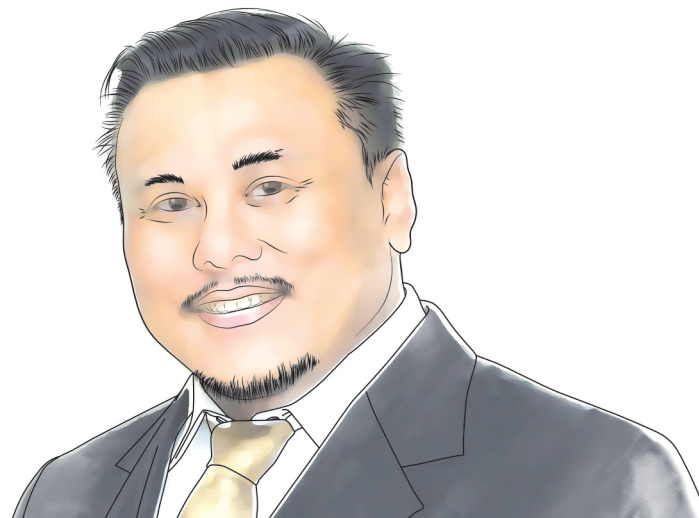
The participants, representing a wide range of professions such as engineers, lawyers, accountants, teachers, managers, doctors, senior civil servants, academics, journalists as well as organisational and religious leaders, demonstrated their concern for the problems faced by their community in the various areas, like economy, education, religion, socio-culture and political development.

At the end of the two-day Convention, the participants:

- Endorsed the need to form an organisation of Singapore Malay/Muslim professionals. The formation of the proposed organisation will be the task of the protem committee that will comprise the Organising Committee of the Convention and concerned professionals
- Declared that the proposed organisation will have the following aims:
 - (a) To galvanise the Malay/Muslim professionals for the purpose of mobilising available as well as untapped Malay/Muslim talent to help tackle the problems facing the community;
 - (b) To work together with existing Malay/Muslim organisations and leaders to play a range of roles for the betterment of the community;
 - (c) To pursue a vision for the community to give it direction as it faces the challenges of the 21st century in a multilingual and multireligious Singapore.
- Reaffirmed that the proposed organisation will, as a matter of policy, be independent and non-partisan. It will cooperate with all groups that can further the aspirations of the Malay/Muslims to be a dynamic, progressive and forward-looking community of Singaporeans
- Accepted for possible adoption in future by the proposed organisation, the various recommendations put up by the six workshops at the Convention namely politics, leadership and organisations; economy and business; education; religion; socio-culture and MENDAKI
- Recorded their appreciation to the Honourable First Deputy Prime Minister Mr Goh Chok Tong, for his participation and support in the Convention. All his views and proposals will be considered for adoption by the proposed organisation of Singapore Malay/Muslim Professionals.
- Recorded the appreciation to the organising committee for organising a highly successful and historic Convention.

The participants hereby declared that they hold the above as true on this day the seventh of October 1990.

MESSAGE FROM CHAIRMAN



IT has been a long battle against COVID-19 – two years and counting. Each time we make progress and think we see the light at the end of the tunnel, we are pulled back by yet another setback and another wave of infections, giving rise to new, complicated challenges. However, things do seem to be looking up, with a large percentage of our population vaccinated, and some already receiving their booster shots, allowing certain guidelines to be relaxed. The economy is also slowly healing, and borders opening up, returning some sense of normalcy into our lives.

Nevertheless, the impact of this pandemic is likely to be far reaching. On the macro front, the global economy has significantly changed, with a pressing demand for tech-trained workers. Workers now have to adapt and gain new skills or risk getting left behind. The pandemic has taken such a long toll on everyone that even those who were financially comfortable find themselves struggling and needing help. Families have lost members to this pandemic, including sole breadwinners, permanently altering their family dynamics.

It is certainly a bleak year for AMP to be celebrating our 30th anniversary. Nevertheless, when we reflect on our 30-year history, we are encouraged by the vigour and passion of our founding members, to continue serving the needs of the community despite the challenges. It is during these bleak times that our services are the most needed. This is why this year, we ramped up our efforts in raising more funds and introducing new initiatives to help more of those around us who need help. We also encouraged our former clients to return to AMP and members of the public to give back to the community through us through the different initiatives we held this year. It is also in this spirit of giving back that we dispensed with a gala dinner to celebrate our anniversary and instead, treated our beneficiaries, as well as those from our partners' crisis shelters, to a hearty dinner instead.

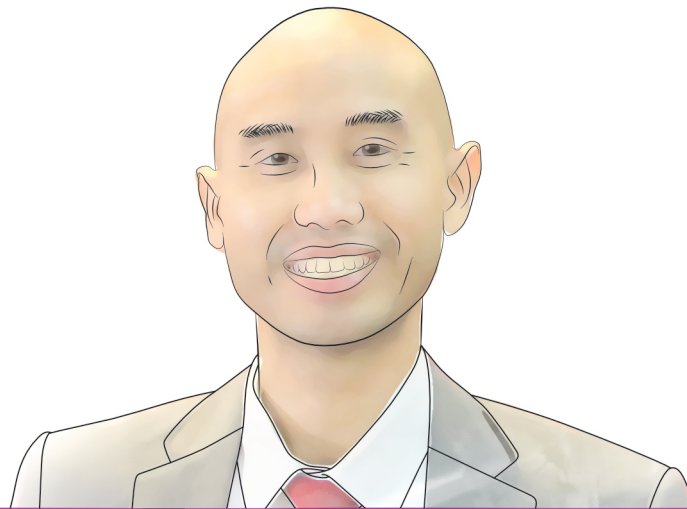
As we return to a new normal, let us not forget those around us who are still healing and trying to find their way out of this pandemic. To this end, we are grateful for our partners and donors who have consistently supported our cause so that we can continue helping those who have needed our help, not just in the past two years, but over the past 30 years. It is only with their support and the community's that we have been able to thrive in the last three decades and we hope for this support to continue in the decades to come so that we may continue serving the community as best as we can.

Dr Md Badrun Nafis Saion

Chairman
AMP Singapore



MESSAGE FROM EXECUTIVE DIRECTOR



CELEBRATING AMP's 30th anniversary amidst this long battle against COVID-19 is especially significant.

Before AMP Singapore was established in 1991, a group of Malay/Muslim professionals in Singapore were driven by the clarion call to do something about the state of affairs of our community. Our community then was plagued with low educational attainments and low involvement in national affairs, family dysfunction, and drug problems, among other social ills. Our pioneers knew they had to get together and come up with solutions for the betterment of our community.

That sparked the formation of AMP 30 years ago. Within three decades, AMP has grown to become an organisation that is well-regarded by our community, partners, and donors.

The past 30 years have also taught us the importance of being adaptable in order to remain relevant. This has become even more critical since the pandemic. COVID has limited our ability to meet our donors, clients, and beneficiaries face-to-face. As such, we have had to accelerate our digitalisation plans to ensure we can continue delivering quality service to our community.

As we mark three decades of AMP's formation, we can take heart in the progress we have made so far together with the community. To know where we are headed, we need to first understand where we have come from. For this, we have embarked on an oral history project to understand what led to the formation of AMP and record the achievements of AMP through the years. The interviews offer a deeper appreciation of AMP's history and our trailblazers in the early years.

We acknowledge that the community's progress is not the work of one organisation but a collective and collaborative approach from organisations and individuals who gave their time, effort and resources to the cause. We hope to further such efforts through conversations and collaborative initiatives. We are definitely stronger, together.

I am honoured to be a part of an organisation with a deep history of community leadership and look forward to what lies ahead for us. I am sure the journey ahead will be challenging, but it is through navigating difficult times that we can build our resilience as a community. I hope for your support in our journey together.

Mr Mohksin Rashid

Executive Director
AMP Singapore

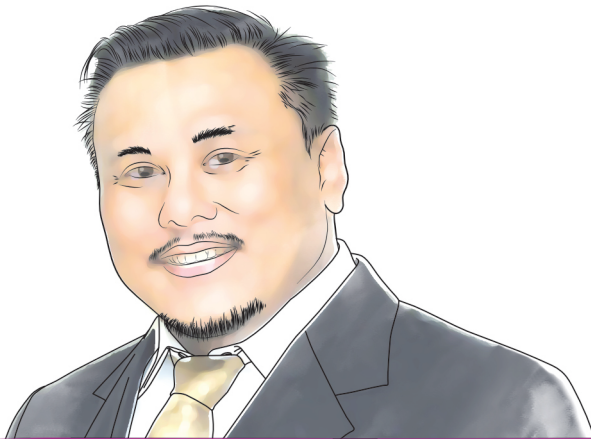


OUR LEADERSHIP

AMP BOARD OF DIRECTORS

CHAIRMAN

Dr Md Badrun Nafis Saion
Specialist, Paediatric Dentistry
Q & M Dental Group



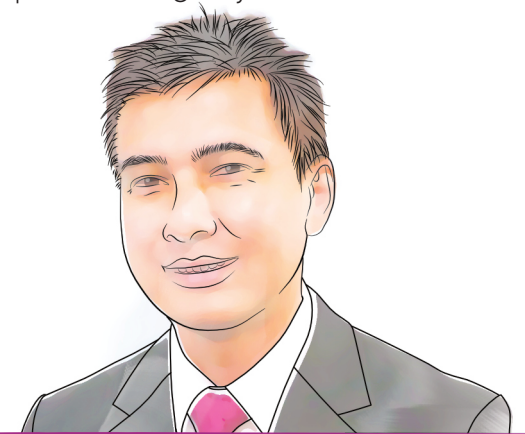
VICE-CHAIRMAN

Mr Hazni Aris Hazam Aris
Global MBA Candidate
University of Manchester



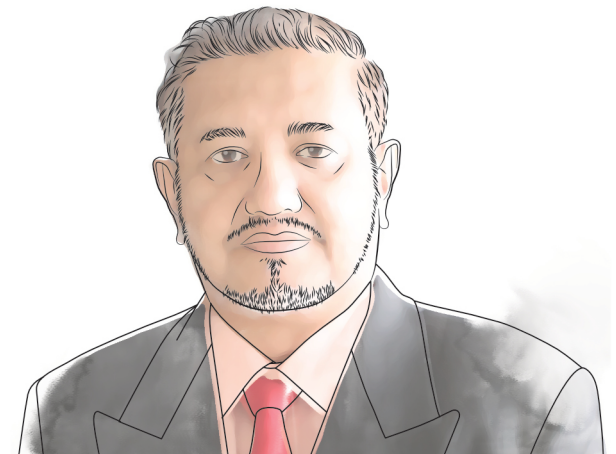
MEMBER

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



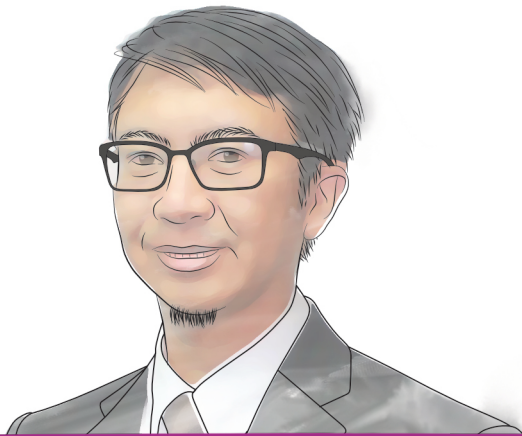
MEMBER

Mr Muhamad Nazzim Muhamad Hussain
Chief Operating Officer
Vector Scorecard Group



MEMBER**Mr Fathurrahman Hj M Dawoed**

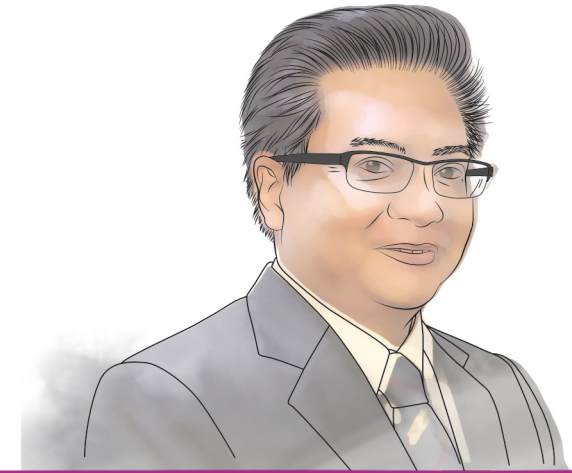
Executive Director
Andalus Corporation Pte Ltd

**MEMBER****Mr Khairulnizam Massuan**

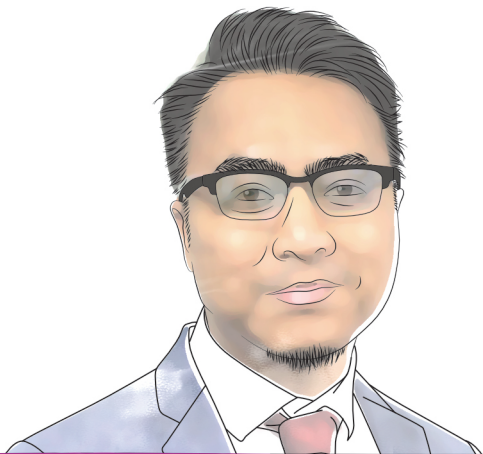
Senior Manager, International Programmes
Mercy Relief

**MEMBER****Mr Mohamad Azmi Muslimin**

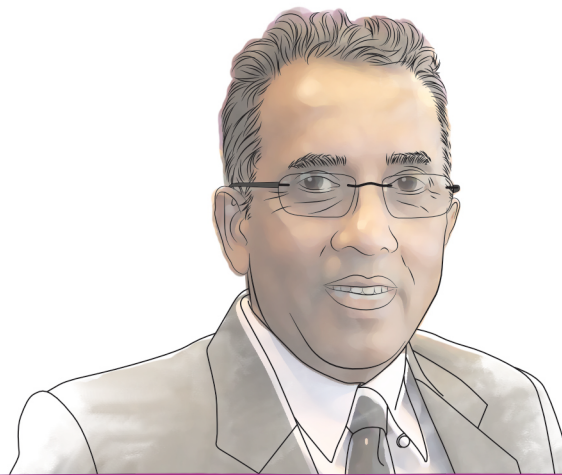
Private Investor

**MEMBER****Mr Muhammad Tarmizi Abdul Wahid**

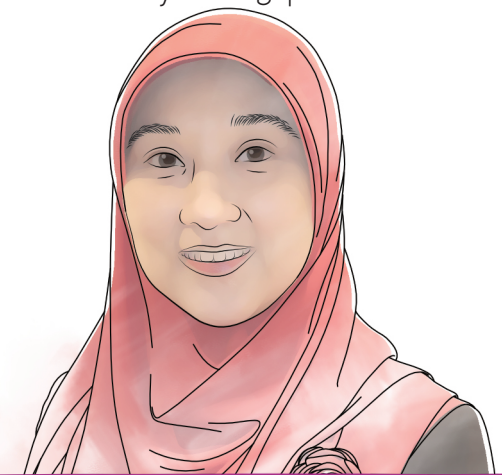
Chief Executive Officer
Shariff Holdings Pte Ltd

**MEMBER****Mr Othman Marican**

Consultant / Trainer
HRSingapore Pte Ltd

**MEMBER****Ms Siti Mariam Mohamad Salim**

Part-time Tutor
Social Work Department
National University of Singapore



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

Mr Fairuz Adam
(appointed on 1 July 2019)

Members

Mr Fadhilah Goh
(appointed on 1 July 2019)

Ms Karen Chia

(appointed on 1 July 2019)

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 Abdul Hamid Abdullah
(appointed on 1 July 2019)

Members

Mr Mohd Noordin Yusuff Marican
(appointed on 1 July 2019)

Mr Moiz A Tyebally

(appointed on 1 July 2019)

Mr Ng Cheng Hwa

(appointed on 1 July 2019)

Mr S. Sivanesan

(appointed on 1 July 2019)

Mr Zamir Hassan Chew

(appointed on 1 July 2019)

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 Mohamad Azmi Muslimin
(appointed on 1 July 2019)

Members

Mr Binayak Dutta
(appointed on 29 March 2021)

Mr Khairuddin Sukor

(appointed on 11 February 2020)

Mr Nazzi Beck

(appointed on 1 July 2019)

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 July 2019)

Members

Mr Khairulnizam Massuan
(appointed on 1 July 2019)

Mr Mohd Anuar Yusop

(appointed on 1 July 2019)

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 July 2019)

Members

Mr Ismail Shariff
(appointed on 15 July 2020)

Mr Mohamed Shahar Hussein

(appointed on 1 July 2019)

Mr Fathurrahman Hj M Dawoed

(appointed on 1 July 2019)

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 July 2019)

Members

Dr Elmie Nekmat

(10 June 2020)

Mr Muhammad Tarmizi Abdul Wahid

(appointed on 1 July 2019)

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 July 2019)

Members

Mr Abdul Hamid Abdullah

(appointed on 1 July 2019)

Mr Muhamad Nazzim Muhamad Hussain

(appointed on 1 July 2019)

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)

Ms Fauziah Rahman

Manager, Training & Education and Youth

(appointed on 1 January 2015)

Ms Farahyn Banu Mohd Hasrat

Manager, Community Engagement and Young AMP

(appointed on 1 January 2020)

Ms Illy Tahirah Mohd Rashid

Assistant Manager, Family Services

(appointed on 1 July 2019)

Ms Maisarah Dasukie

Manager, Human Resource

(appointed on 24 March 2014)

Mr Mohd Alfian Mohd Ismail

Assistant Manager, Executive Director's Office

(appointed on 1 December 2020)

Mr Mohd Khalid Bohari

Manager, Management of Information System

(appointed on 1 January 2005)

Mr Saiful Nizam Jemain

Principal Social Worker, Family Services

(appointed on 1 July 2019)

Mr Sarjono Salleh Khan

Manager, Facilities Management and Administration

(appointed on 1 January 2015)

Mr Shahjehan Ibrahim Kutty

Manager, Finance

(appointed on 1 January 2014)

Ms Shazana Sharif

Assistant Manager, Youth Hub

(appointed on 1 January 2021)

Ms Shiffa Khumaira Abdul Khaliq

Assistant Manager, Fund Raising

(appointed on 1 January 2020)

Ms Winda Guntor

Manager, Corporate Communications

(appointed on 1 January 2010)

Ms Yassemin Md Said

Assistant Manager, Marriage Hub

(appointed on 1 January 2019)

Ms Zaleha Ahmad

Centre Director, Marriage Hub

(appointed on 1 July 2008)

THE AMP GROUP

A M P B O A R D



BOARD COMMITTEES

AUDIT COMMITTEE

CORPORATE GOVERNANCE COMMITTEE

FINANCE & INVESTMENT COMMITTEE

FUND RAISING COMMITTEE

HUMAN RESOURCE COMMITTEE

NOMINATING COMMITTEE

MEDIA & RELATIONS RESOURCE PANEL

EXECUTIVE DIRECTOR'S OFFICE

YOUNG AMP

COMMACON CAMPAIGN

COMMON SPACE

CAMPUS OUTREACH

PROFESSIONALS ENGAGEMENT

WINDOWS ON WORK

CORPORATE SERVICES DIVISION

COMMUNITY ENGAGEMENT

CORPORATE COMMUNICATIONS

FACILITIES MANAGEMENT
& ADMINISTRATION

FINANCE

FUND RAISING

HUMAN RESOURCE

MANAGEMENT OF
INFORMATION SYSTEM

O F D I R E C T O R S



CENTRE FOR RESEARCH ON
ISLAMIC AND MALAY AFFAIRS



RIMA BOARD OF DIRECTORS

MERCU BOARD OF DIRECTORS

SOCIAL SERVICES DIVISION

FAMILY SERVICES

Adopt a Family & Youth Scheme
Debt Advisory Centre
Development & Reintegration Programme

HELPLINE

MARRIAGE HUB

TRAINING & EDUCATION

YOUTH

APPLIED RESEARCH

EVENTS

PUBLICATIONS

TREND & POLICY ANALYSES

CORPORATE SUPPORT SERVICES

Human Resource & IT
Finance
Marketing Communications

EARLY CHILDHOOD

KCARE CENTRE

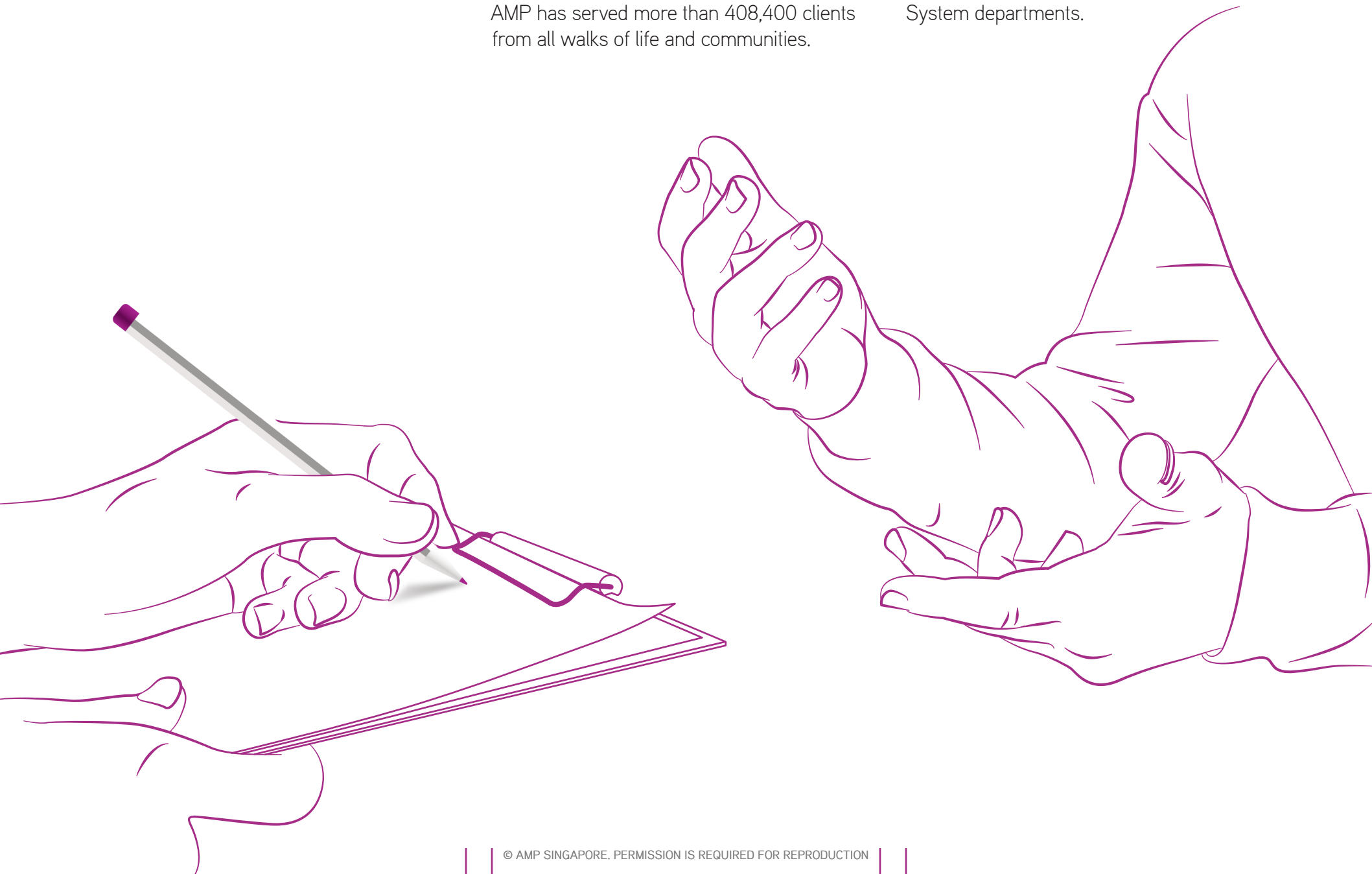
STUDENT CARE CENTRE

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 408,400 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 Community Engagement, Corporate Communications, Facilities Management & Administration, Finance, Fund Raising, Human Resource, and Management of Information System departments.



SOCIAL SERVICES DIVISION

Family Services

The Family Services 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.

The department also 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.

Under the department also is 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.

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. Starting from July 2016, INSPIRASI programmes and services have been extended to Muslim young couples where grooms are aged 21 to 24 years old.

Officially launched in August 2007 with support from the Ministry of Social and Family Development, its objectives are to provide holistic intervention for young couples; provide an avenue for young couples and families to make informed decisions about marriage through premarital counselling; and assist 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.

It also serves as a touch point to provide couples with information on relevant schemes, programmes and services, and refer them where necessary.

Training & Education

The Training & Education department promotes lifelong learning through enhanced parental involvement in children's education and development, skills development and financial assistance. It also aims to economically empower 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.

Youth

The Youth department conducts academic and non-academic developmental programmes through weekly tuition 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.

MILESTONES OF A 30-YEAR JOURNEY

1990

First National Convention of Singapore Malay/Muslim Professionals

Held on 6 & 7 October 1990, the Convention was attended by 500 Malay/Muslim professionals to brainstorm new directions for the community. The Convention led to the formation of AMP a year later.



1991

Incorporation of AMP as a company limited by guarantee



1992

Pilot preschool centre opened at Al Amin Mosque

One of AMP's biggest achievements in the early years was the research done on preschool education. In addition to the development of a structured preschool curriculum, the research also created awareness among other preschool education providers and the public of the importance of preschool education.

1993

Launch of AMP Hotline Service

1994

Opening of AMP Training Centre

1995

AMP Child Care and Development Centre in Yishun opened

1996

AMP Year 2000, a five-year strategic blueprint, announced

1997

Research on Malay/Muslim Students' Ability and Attainment in Mathematics



1998

Launch of first subsidiary, Centre for Research on Islamic and Malay Affairs (RIMA)

Formed on 28 February 1998, the centre undertook several important projects such as the performance of Malay students in education, to establish its role as a vehicle to formalise research on the Malay/Muslim community and the issues faced.

1999**Launch of MERCU Learning Point, AMP's second subsidiary**

MERCU Learning Point was first set up to provide various educational programmes for students, while taking over the training programmes from the AMP Training Centre. It now offers child and youth education programmes in its preschool and student care centres located islandwide.

2002**Launch of Ready for School Fund****2003****Launch of AMP Micro Business Programme****2004****Launch of Young AMP**

The youth wing of AMP was launched as a platform to mobilise the energies and ideas of younger professionals, as well as ensure leadership renewal within AMP.

2008**Launch of Counsellors' High Tea series****2009****Introduction of Temporary Assistance Package****2010****Inking of Memorandum of Understanding with EDC@SMCCI****2000****Second National Convention of Singapore Malay/Muslim Professionals**

The 2nd Convention was aimed at setting the agenda and strategies for the community to undertake in the 21st century.

2001**Pilot run of Home Based Business Scheme****2005****Launch of Maths @ Home Learning Kit for Parents****2006****Launch of Learning Vision – AMP Education Fund****2007****Opening of INSPIRASI @ AMP****2011****Opening of AMP @ Jurong Point**

AMP's first-ever dedicated youth hub was launched on 26 February 2011, offering a wide range of services for the academic and personal development of youths.

2012**Third National Convention of Singapore Muslim Professionals**

The 3rd Convention looked into six areas that were critical to the long-term development of the community, namely attracting Malay or Muslim talents from the region; leadership, civil society and young professionals; social development; education; religion; and economics.

**2013****Launch of Debt Advisory Centre (DAC)**

The formation of DAC was one of the strategies proposed during the 3rd Convention to strengthen the community's financial architecture.

2014**Launch of AMP-DAC Financial Literacy Programme****2015****Launch of Common Space**

Launched in April 2015, Common Space, powered by Young AMP, provides a shared community-driven workspace for start-ups and small businesses.

2016**CommaCon 2016****2017****Introduction of Development & Reintegration Programme****2018****Launch of Out of the Box (#OOTB) Conference****2019****Rebranding of AMP and Launch of AMPx**

AMP introduced the AMPx platform for professionals to learn new skills, network and explore new industries. AMPx aims to create a community of professionals invested in uplifting the community and one another in the long term.

2020**Introduction of Temporary Assistance Package (TAP) 2.0**

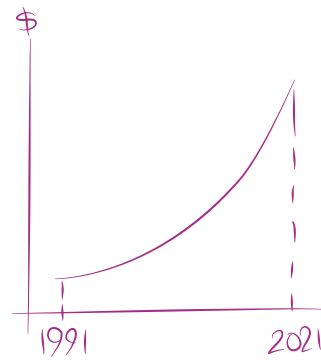
In April 2020, TAP 2.0 was introduced to assist families of workers who had been adversely affected by the COVID-19 pandemic through a reduction or complete loss of income.

2021**Unveiling of New Logo**

AMP redesigned its logo for the first time in 30 years to reflect its modern and progressive outlook and represent a rejuvenated and refreshed AMP poised for growth in its service to the Singapore Muslim community and beyond.

AMP
S I N G A P O R E

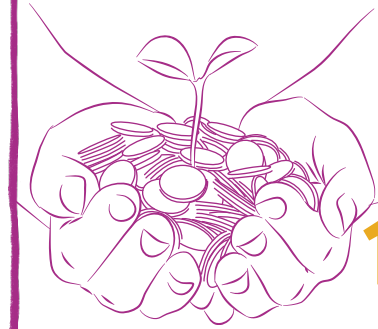
AMP IN NUMBERS



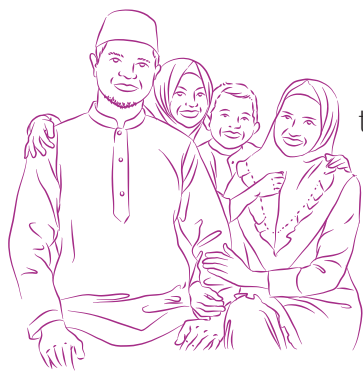
Annual income
has grown to more than

17 TIMES

since our inception

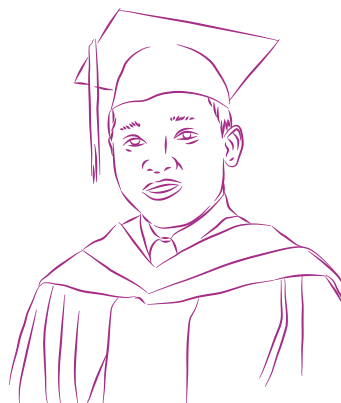


More than
18,000
DONORS
supported our cause
in the last decade



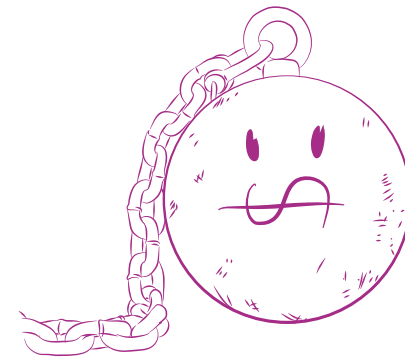
Distributed over
\$2.9m
to support more than
72,000
BENEFICIARIES
from less privileged
families since 1999

Supported more than
2,900 YOUTHS
since 2008 in their personal and
academic development



Disbursed more than
\$4.75m
to assist close to
18,000
STUDENTS
since 2002

More than
5,000
YOUTHS
have utilised the
AMP Youth Hub
since its launch
in 2011



Assisted more than
2,800
DEBTORS
to achieve
debt resolution
since 2013

Dispensed about
\$83,000
to support more than
664
MICRO BUSINESS
OWNERS
since 2005



From fully run by
volunteers to having

56

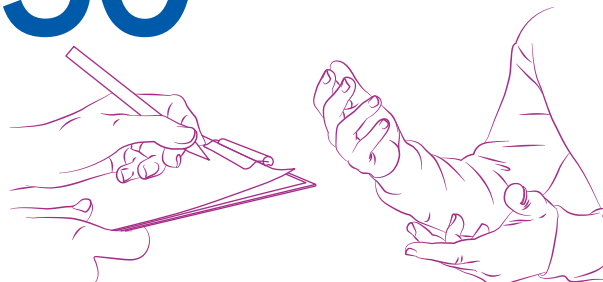
FULL-TIME
STAFF

running our
operations now

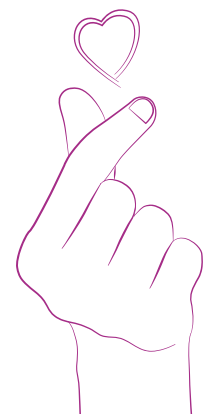


50%

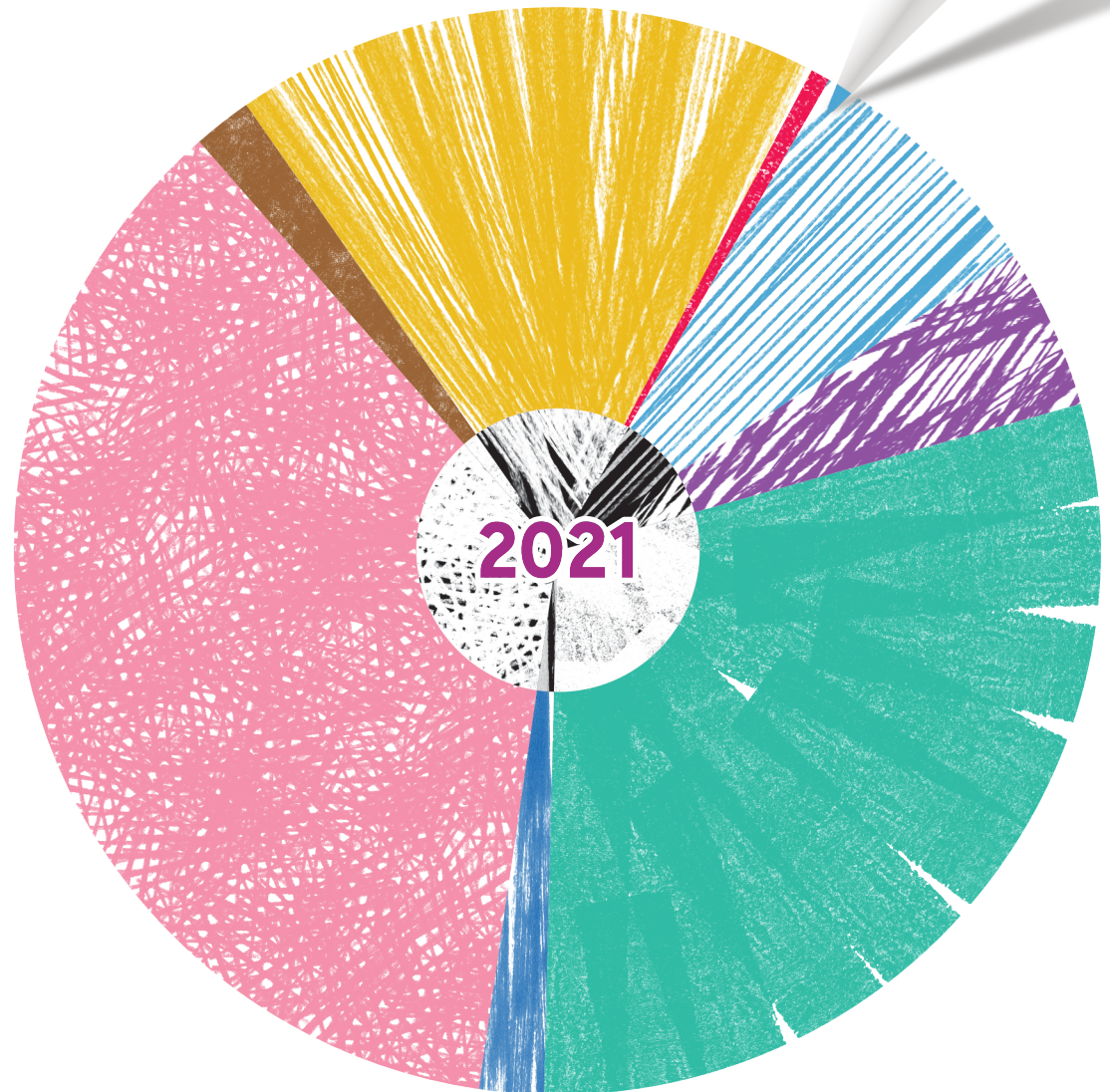
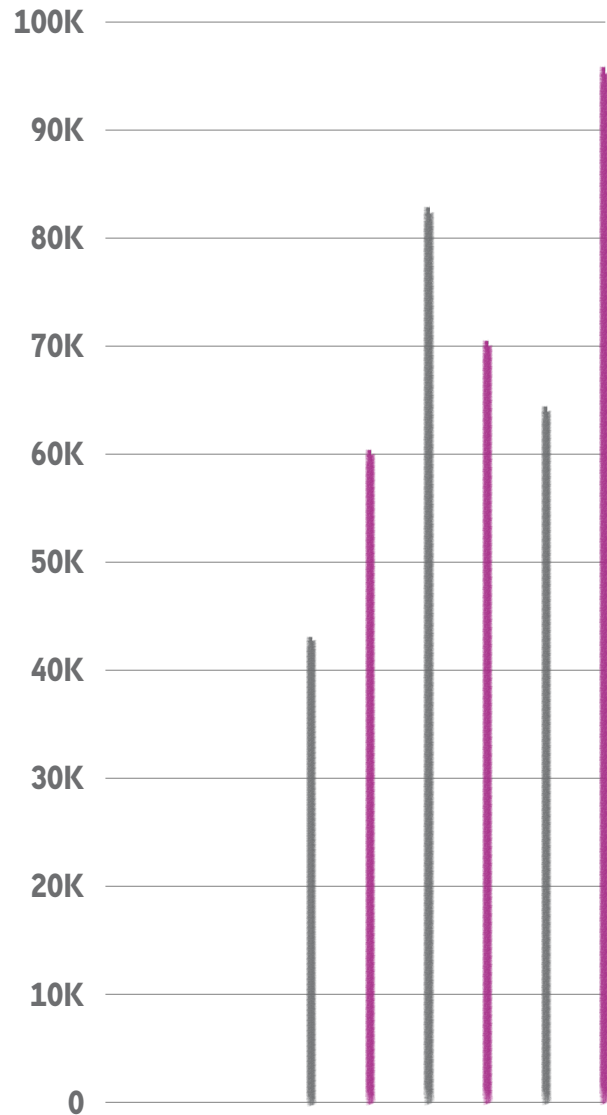
of our current staff are
social service practitioners



Assisted more than
408,000
BENEFICIARIES
since inception

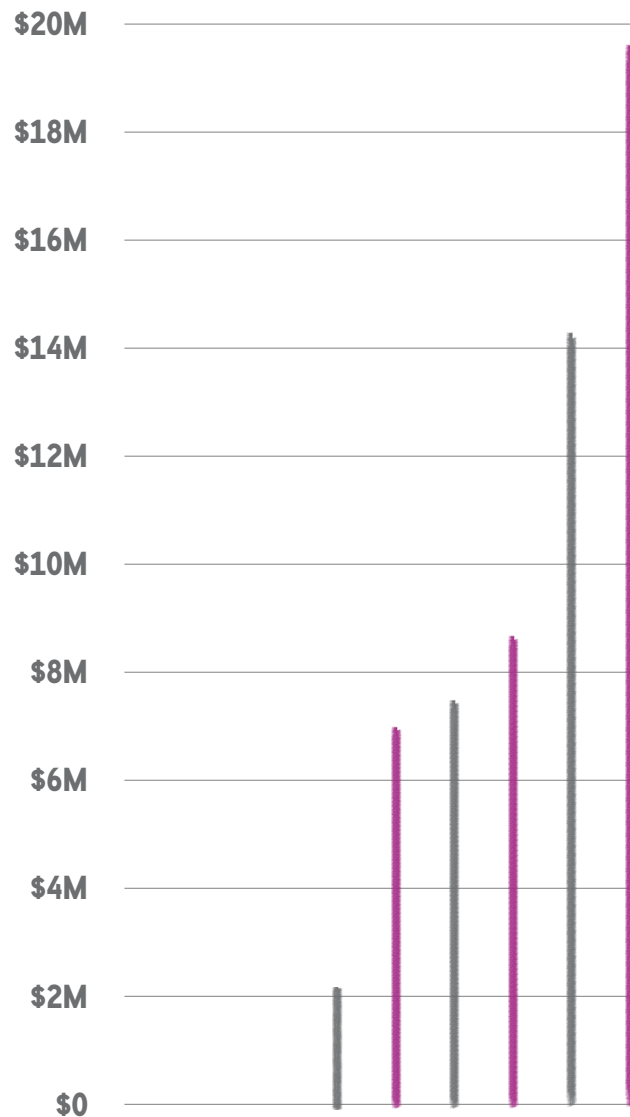


CLIENTS & BENEFICIARIES (1991 – 2021)



YEAR	TOTAL NUMBER OF BENEFICIARIES	PROGRAMMES / SERVICES	NO. OF BENEFICIARIES
1991 – 1995	41,241	Workers Training / Skills Upgrading	77
1996 – 2000	58,831	Education Enrichment	2,300
2001 – 2005	81,583	Youth Development	230
2006 – 2010	69,127	Helpline	4,781
2011 – 2015	62,940	Parenting & Family Education	252
2016 – 2021	94,756	Disadvantaged Families' Assistance	3,924
TOTAL	408,478	Counselling	629
		Others i.e. seminars, workshops, volunteers training, etc.	994
		TOTAL	13,187

INCOME & EXPENDITURE



YEAR	AVERAGE ANNUAL INCOME
1992 - 1996	\$1.7 million
1997 - 2001	\$6.6 million
2002 - 2006	\$7.1 million
2007 - 2011	\$8.3 million
2012 - 2016	\$14.0 million
2017 - 2021	\$19.4 million

INCOME

Donations	3,791,801
Government Matching Grant	800,000
MBMF Grant through CPF	933,247
Other Grants	2,141,378
Childcare & Preschool Operations	9,259,566
Student Care Centres	4,224,767
Programme Fees & Other Project Income	1,323,436
Investment & Other Miscellaneous Income	703,883
TOTAL	23,178,078

EXPENDITURE

Social Services & Community Outreach	2,155,346
Childcare & Preschool Programmes	7,846,496
Student Care Programmes	3,282,532
Adult Education & Training	233,183
Research	188,584
Corporate Communication & Fund Raising	656,416
Human Resource & Volunteer Management	503,257
General Overheads & Administration	5,384,404
Loss on disposal of securities	6,236
Financial & Taxation	24,328
TOTAL	20,280,782

For more information on AMP's major financial transactions and purpose of charitable assets held, please refer to Notes 5 & 6 (Page 84) and Notes 18 & 19 (Page 97) of the audited financial statements.

HIGHLIGHTS OF THE YEAR

UNVEILING OF NEW LOGO

To commemorate its 30th anniversary, AMP unveiled its new logo, which reflects AMP's modern and progressive outlook and represents a rejuvenated and refreshed AMP poised for growth in its service to the Singapore Muslim community and beyond. This is the first time that the AMP logo has been redesigned in 30 years. The new AMP logo embodies a modern look that reflects how the organisation is forward-thinking, while the colour gradient from grey to purple represents our progress over the years. The new logo is the concluding phase of AMP's rebranding exercise which began in January 2019 when it rebranded from Association of Muslim Professionals to AMP Singapore to mark its move towards serving not just the Muslim community but also to ensure that its impact and responsibility are towards all communities and the collective future together.

LAUNCH OF FIRST-EVER FUND RAISING PORTAL

AMP launched its first-ever fund raising portal – **ampdonate.sg**. This new digital platform offers convenience to donors who wish to make donations online to support the various programmes and services run by AMP, with real-time updates on funds collected for ongoing campaigns. Donations can be made through credit and debit cards, PayNow, online banking and Giro. The new portal is aimed at supporting AMP in achieving its fund raising goals in order to meet the needs of the clients under its care.

SPECIAL VIDEO SERIES

In January to September 2021, AMP produced and published a monthly special anniversary video series on its social media platforms which featured exclusive insights into how its programmes have helped its beneficiaries, interesting stories about its staff, and a special behind-the-scenes look of its latest corporate video – Satay Samad.





AMPOWERING LIVES HARI RAYA CHARITY BAKE SALE

AMP launched its inaugural charity bake sale online in Ramadan this year to raise funds for its beneficiaries. The bake sale featured 10 small business owners who are graduates of AMP's Micro Business Programme, who baked cakes and cookies and made snacks for the sale. Close to \$25,000 were raised through the sale, with almost 1,400 items sold.

SATAY SAMAD

In April, AMP released its newest corporate video, Satay Samad, featuring local talents, Fauzie Laily and Nik Aqimi. The video reminds viewers on the importance of giving back to the community. The video had a reach of more than 2.5 million, with 1.2 million views across AMP's social media platforms.

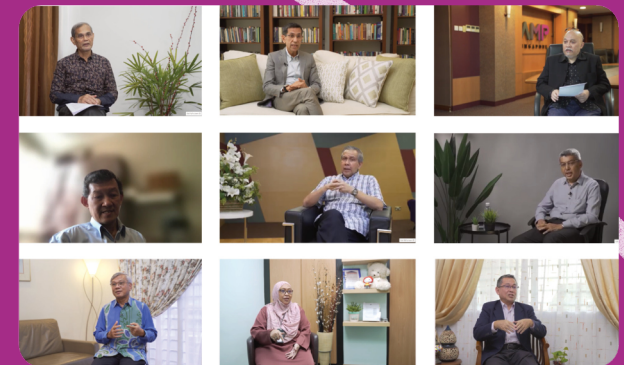


SPECIAL GROCERIES DISBURSEMENT

AMP held a special groceries disbursement in Ramadan for 770 clients under its care. A total of \$15,000 worth of groceries and Hari Raya cookies were disbursed to spread some festive cheer to the beneficiaries.

INAUGURAL AMP VIRTUAL CHALLENGE 2021

AMP launched the AMP Virtual Challenge (AMPVC) 2021 in August, where the public was invited to participate in a crowdfunding effort for AMP's beneficiaries while completing a running, walking or cycling challenge. The donations raised were channelled to AMP to assist the low-income families, students, youths, and other beneficiaries under its care. The Challenge concluded on 31 October, with a total of 171 participants raising a total of more than \$8,300.



ORAL HISTORY SERIES

To mark its 30th anniversary, AMP launched a five-episode series on 10 October featuring interviews with key individuals of AMP's history, including its founding members and staff. The series highlight the circumstances that led to the formation of AMP in 1991, the challenges faced by the founding members, the formation of AMP's subsidiaries – the Centre for Research on Islamic and Malay Affairs (RIMA) and MERCU Learning Point – as well as reflections on how AMP has contributed to the progress of the Malay/Muslim community.

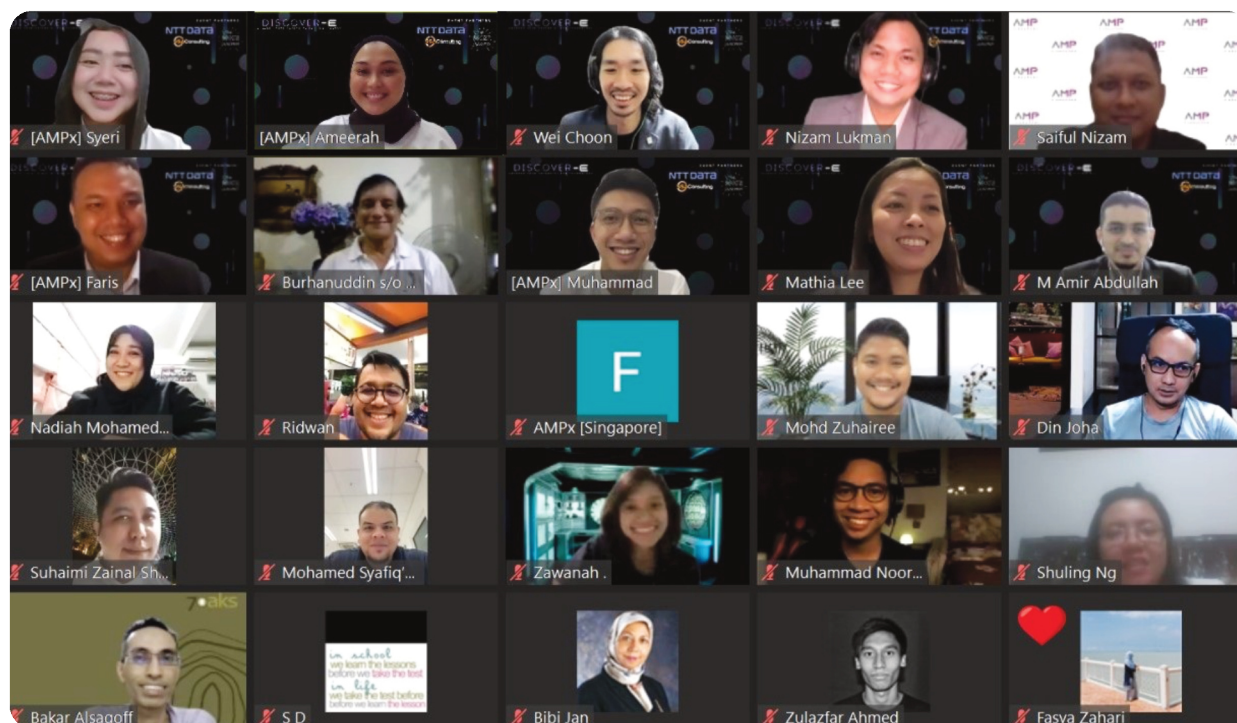
OUR SUBSIDIARIES & YOUTH WING

YOUNG AMP



THE youth wing of AMP, Young AMP, regularly organises seminars and 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 242 youths and young professionals participated in the various programmes and activities organised by Young AMP, while its online efforts amassed a total reach of 733 views 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 330 individuals benefited from the various programmes and events organised by RIMA, while its online efforts amassed a total reach of 4,038 views during the year in review.

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

OBJECTIVES

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

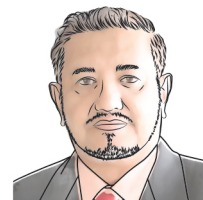
We are visionary and progressive in our approach. We aim to look beyond the immediate in order to foresee future challenges and key emerging issues, formulating strategies relevant to both the Malay and Muslim communities.

BOARD OF DIRECTORS

Chairman

Mr Muhamad Nazzim Muhamad Hussain

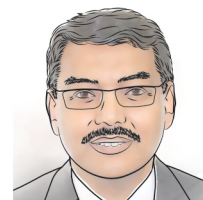
Chief Operating Officer
Vector Scorecard Group
(appointed on 1 October 2014)



Member

Dr Ab Razak Chanbasha, PBM

Technical Director
ARC Sciences Pte Ltd
(appointed on 27 August 2014)



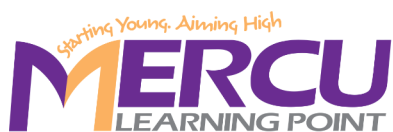
Member

Dr Mohd Nawab Mohd Osman

Head, Counter-Terrorism and Dangerous Organisation
Facebook, APAC
(appointed on 29 September 2015)



MERCU LEARNING POINT



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, ten childcare centres, six school-based student care centres, as well as one enrichment wing.

MERCU's Early Childhood unit, Kidz Meadow, provides an engaging and integrated curriculum with a strong emphasis on values and creativity.

MERCU's Wheel!Canopus 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 itself 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.

MERCU served about 2,300 children every month at its 18 centres located island-wide during the year in review.

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.



BOARD OF DIRECTORS

Chairman

Mr Phiroze Abdul Rahman

Machined Components Commodity Manager
S.E.A

Il-VI Singapore Pte Ltd
(appointed on 1 April 2015)



Member

Ms Gil Sim Chengyan

Executive Director
Community Alive Project

(appointed on 1 April 2018)



Member

Mr Jason Robert Highberger

Chief Executive Officer
Highberger Enterprises

(appointed on 1 May 2018)



Member

Mr Khairulnizam Massuan

Senior Manager, International Programmes
Mercy Relief

(appointed on 1 June 2017)

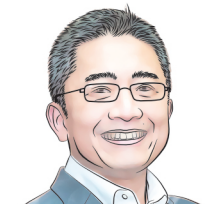


Member

Ms Sabine Wenter Maria

Human Resource Director

(appointed on 14 October 2020)



Member

Mr Zhuang Li Hao

President & Chief Executive Officer
FWD Life Insurance Corporation

(appointed on 5 September 2018)



Independent Advisor

Ms Anggred Sutardja

Chief Commercial Officer, Asia Pacific
Multi-Wing Group

(appointed on 5 September 2018)

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, 365 beneficiaries from 69 families were enrolled in the scheme.

TEMPORARY ASSISTANCE PACKAGE 2.0

AMP introduced the Temporary Assistance Package (TAP) 2.0 in 2020 to help families of workers who had been adversely affected by the COVID-19 pandemic either through the reduction or a complete loss of income. The family-oriented TAP 2.0 is aimed at offering these families temporary support for a period of one year until their household financial situation stabilises. TAP 2.0 also supports workers in their skills upgrading and re-skilling efforts, provides opportunities for alternative means of supplementary income, and at the



same time, ensures that their children's education is not affected by the family's loss of wages.

TAP 2.0, which is a temporary measure to support these families during this period of economic uncertainty, leverages on existing programmes and schemes offered by AMP, and other national and social support agencies. Those who require assistance beyond the one-year period will have arrangements made to refer them to a relevant social service agency or enrol them into AMP's Adopt a Family & Youth Scheme (AFYS), depending on the families' needs.

A total of 474 beneficiaries from 82 families benefited from the assistance package during the year in review.

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 330 beneficiaries from 79 families benefited from the programme during the year in review.

MARRIAGE PREPARATION FOR YOUNG COUPLES

INSPIRASI@AMP supports young couples through the following initiatives:

┌ Premarital Consultation

Young couples are assessed based on their readiness for marriage at the premarital consultation session with the focus on supporting them to make an informed decision on marriage. The session also seeks to identify and address potential issues that may affect the couples' marriage and 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 encouraged to attend the marriage preparation workshops and other support programmes and services provided by INSPIRASI@AMP, to support couples in their marriage journey.

┌ Marriage Preparation Workshops – Young Couples Programme

The marriage preparation workshops enable young couples to build a strong and stable marriage and support them in their journey in becoming parents. Through the workshops, couples can learn problem-solving and life skills, which they can adopt in their marriage.

A total of 113 young couples completed both the premarital consultation and marriage preparation workshops during the year in review.

┌ Parents Support Group

Parents of young couples are also equipped with the skills and knowledge to help and support their children in their journey. The parents' support group discusses expectations of in-law relationships, roles and responsibilities of parents and parents-in-law, and strategies to better support young couples towards independence.

For the year in review, 78 parents participated in the support group sessions under the programme.

MARRIAGE ENRICHMENT & SUPPORT PROGRAMMES

INSPIRASI@AMP provides post-marriage support for young couples in the first ten years of marriage through Club INSPIRASI, which offers initiatives like 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 61 individuals benefited from the various activities under Club INSPIRASI during the year in review.

DEBTORS

PARENTING EDUCATION SERIES

The Parenting Education series is aimed at strengthening the family institution and encouraging the development of parenting skills within the community. It is focused on helping parents understand their roles better, as well as strengthen their spousal relationship and co-parenting skills.

For the year in review, the series amassed a total of 3,953 views on AMP's various social media platforms.

HOME ACCESS

The Home Access Programme is offered 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 1,224 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.

94 individuals received education and training grants aimed at helping their families achieve self-reliance during the year in review.

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 717 beneficiaries were assisted with their debt issues during the year in review.

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, 83 individuals benefited from the



PROFESSIONALS, WORKERS & SMALL BUSINESS OWNERS

financial literacy and developmental sessions under the programme while its online efforts amassed a total reach of 675 views.

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 SME Centre@SMCCI, 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 37 individuals graduated from the programme, while five 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 given the opportunity to apply for 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 16 graduates benefited from the programme, one of whom received financial support through the Micro Business Development Fund.



┌ **Micro Business Sampler Programme**

AMP partnered with MENDAKI SENSE to offer an ad hoc sampler of its Micro Business Programme for participants to attend baking skills workshops and learn more about the baking business.

A total of 6 individuals benefited from the programme during the year in review.

┌ **Micro Business In-Care Programme**

AMP extended its Micro Business Programme to inmates from Changi Prison Complex for the first time this year in a 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 SME Centre@SMCCI after their release.

A total of 18 individuals benefited from the programme during the year in review.

AMPX VIDEO SERIES

The AMPx Video Series is a series of videos for professionals, by professionals. It provides access to knowledge sharing by some of the most inspiring experts with first-hand insights into the work that they do. Taking on an online approach, the videos offer the viewers an opportunity to broaden their perspectives of different industries and engage in a community of empowered professionals.

For the year in review, the series amassed a total reach of 11,145 views through the online videos.

OUT OF THE BOX CONFERENCE

The Out of the Box (#OOTB) Conference is devoted to helping young professionals learn and grow from engaging with experienced professional speakers and peers. From talks to panel discussions and networking opportunities, participants of the #OOTB stand to benefit from insights and gain knowledge from both industry professionals and like-minded individuals. The #OOTB also aids in the mission of building a dynamic community by attracting and engaging thought leaders and bringing together attendees from different sectors to think and learn from each other.

For the year in review, the #OOTB conference was conducted virtually with a total reach of 1,900 views.

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 88 participants benefited from the series, with a total online reach of 166 views 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, 70 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, 41 individuals utilised the spaces in Common Space.

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-2nd 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, 146 recipients were awarded the bursary.

AMP-2nd Chance STEM Study Award

AMP embarked on a collaboration with Second Chance Properties Ltd in 2017 to introduce the AMP-2nd 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 \$47,800 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, 47 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, a new award, the SMEF-Rufaydah Nursing Award was launched.

A total of 25 students benefited from the Fund during the year in review.

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 99 students benefited from the programme during the year in review.

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.

Also incorporating the Youth-in-Action (YIA) Plus Programme, an enrichment programme commissioned by the Community Leaders Forum (CLF), YEP hopes to prevent youths with high-level needs from leaving school prematurely and encourage them to widen their horizons.

A total of 57 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, 20 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 68 youths sought the services of the hub during the year in review.

┌ After School Engagement

The After School Engagement held at AMP @ Jurong Point aims to engage youths in wholesome activities such as homework consultation, board games, arts and crafts, indoor workshops, learning journeys and sports after school. These activities help to ensure youths are prevented from being involved in negative activities outside school.

A total of 57 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 105 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 64 youths benefited from the programme during the year in review.

COUNSELLING

MARRIAGE HUB TALK SERIES

Marriage Hub Talk is a series of quarterly online live streaming sessions aimed at addressing social issues faced by the Malay/Muslim families and general society in Singapore. The series also allows participants to share and learn from the helping professionals through the sharing session.

For the year in review, the series reached 1,113 views from the sessions held during the year in review.

MARRIAGE COUNSELLING PROGRAMME

Syariah Court refers married couples who are divorcing to AMP for marriage counselling under the Marriage Counselling Programme, which focuses on affecting reconciliation, facilitating an amicable divorce if reconciliation is inevitable (i.e. discuss co-parenting plans for

couples with dependent children), and facilitating access to national resources for couples who require other forms of support.

468 clients were assisted under the programme during the year in review.

YOUTH COUNSELLING

AMP offers referrals and counselling for youths and their parents by providing them with a safe and friendly environment to discuss issues of concern. These include immediate crisis intervention and referral services for specialist treatment or management, whichever is applicable. Individual counselling sessions are also held on a short-term or long-term basis, for a period of not more than six months.

20 youths and parents sought counselling from AMP during the year in review.

MANDATORY COUNSELLING PROGRAMME

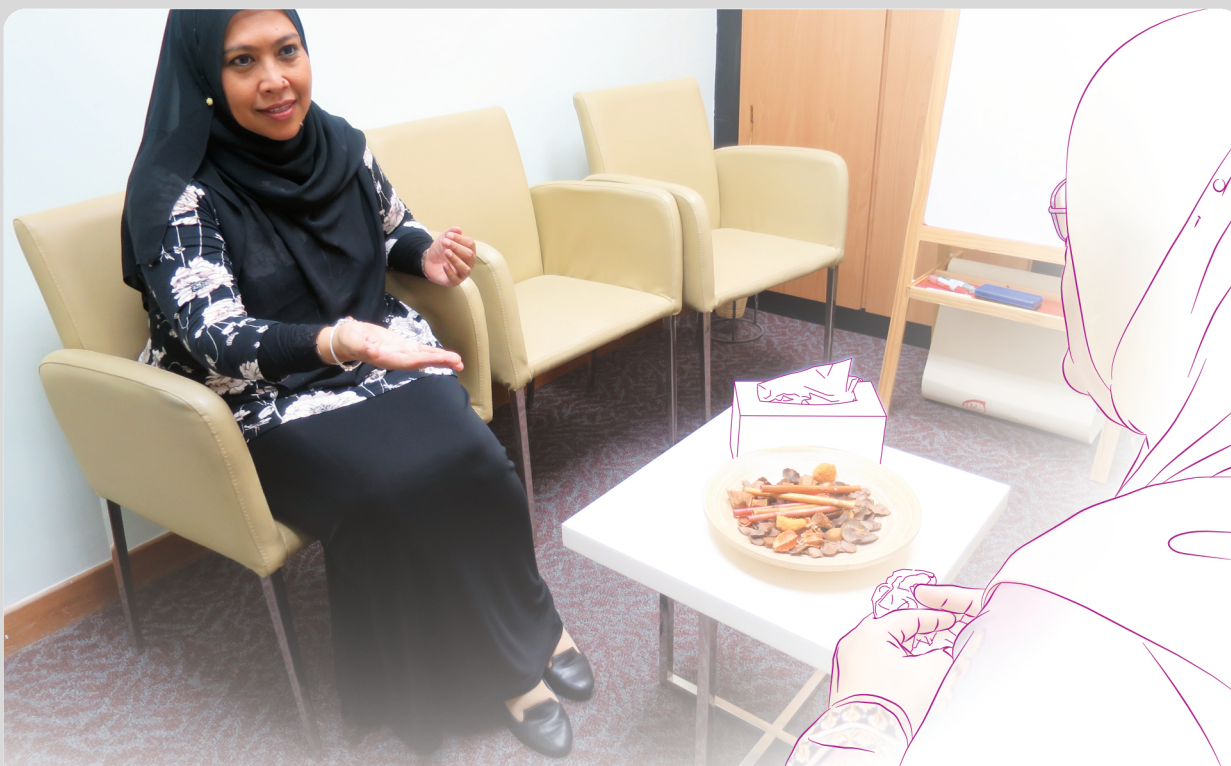
AMP's trained counsellors and social workers provide counselling and casework as mandated by the Family Justice Courts to families and individuals facing issues of family violence. The main objectives are to prevent and stop the recurrence of violence by respondents. This is done through the learning 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 to seek 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 4,781 calls were received during the year in review, of which marital and young couples issues were among the top concerns.



SUCCESS STORIES

**TENKU MUHD HAFIDZUDDIN
TENKU IBRAHIM**
Recipient of
**AMP-2nd Chance STEM
Study Award (2018)**

Tengku Muhd Hafidzuddin's interest in technology was first sparked when he was introduced to Java programming and web development while he was studying in Singapore Polytechnic, after graduating from Madrasah Al-Irsyad Al-Islamiah in 2009. Hafidz, as he is known to his friends, was also intrigued by the possibility of creating technological solutions that provide value to the community, but realised that he needed to gain more in-depth knowledge in the area.

He then enrolled into the Bachelor of Computing programme at the National University of Singapore, during which he received assistance from the AMP-2nd Chance STEM Study Award. The Award not only supported his school expenses but also his tech-related side projects.

Three years on, Hafidz, 29, is now a software engineer with GovTech, allowing him to stay true to his passion of inspiring more in the community to be solution-providers and creators. Through his role in GovTech also, he is better poised to enhance his technical and software engineering skills to create better tech solutions for the community.



Hafidz also actively conducts coding workshops under his own initiative, Devlabs Academy. One of the biggest projects he has done for the Malay/Muslim community was Code Hero @ Madrasah SG. The programme was introduced to madrasah students in 2019, focusing on developing their skills in technology, specifically in coding. Hafidz also launched an app this year for non-governmental organisations (NGOs) in Malaysia to track their food distribution to the homeless, among many others. He aspires to be a successful social technopreneur who makes a difference in social causes through technology.

Hafidz also hopes to create a platform for coders to learn, share and appreciate technological developments. This is important as Hafidz believes that the community, especially the youths, can do with more role models who can guide them. He believes that having a conducive environment that brings together like-minded individuals can accelerate learning and fuel the motivation to do well.

NUH HAZIQ BUANG
Participant of
AMP Youth Enrichment
Programme

Nuh Haziq, 17, was still grieving the loss of his mother a few days before sitting for his Malay O-Level paper in 2020. Nevertheless, he managed to pull through with a B3 grade. His father is now the sole breadwinner for their family of three, working as a full-time vehicle attendant and driver assistant for six days a week.

Ever since the demise of his mother, his sister and father will take turns to cook daily when they return home from school or work, while Haziq will help to clean the house. Their family has been saddled with financial difficulties for the past ten years, when his late mother's healthcare expenses started mounting after her kidneys failed and she suffered from a stroke in 2011.

As both of the siblings were still schooling, their father did not allow them to work while studying until after finishing their major examinations. Now, both he and his sister work part-time while juggling their tertiary studies.

He joined the AMP Youth Enrichment Programme (YEP) in 2015 when his schoolmate invited him to the AMP Youth Hub at Jurong Point. There, he found out about YEP and enrolled into the programme as he needed help in English. However, the support he received went beyond just his studies. He also found a listening ear in the youth mentor he was attached to. Having a mentor whom



His mentor imparted both life skills and lessons, while he made new friends from the Youth Hub and with the AMP Youth officers. He saw the Hub as a safe and trusted place to get advice and sincere help. Now, he is pursuing a diploma in engineering design and business, and hopes to contribute by sharing his experience with other youths.



he would meet every Saturday helped him to stay on course. He benefited from the life coaching, study and group mentoring sessions as he felt there were no judgements during these sessions.

**MDM SJUFFRIANI
ABDUL KHALID**
Graduate of
AMP Micro Business
Programme (2014)



Mdm Sjuffriani, 55, held skills certification in baking such as pastry arts, sugarcraft and cake decoration, prior to joining the AMP Micro Business Programme. She decided to take the leap and focus on her baking business, Lydia's Oven, after 16 years in the workforce, while looking after her family. Hoping to elevate her business and product offering, she enrolled into the programme. She later received the AMP Capital Grant which she utilised to purchase a bigger mixer to meet the growing demand for her bakes.

After graduating from the programme, she went on to attain accreditation in training, which enabled her to return to the Micro Business Programme as a trainer in 2015 and coach new programme participants while providing order referrals to them. Since then, Mdm Sjuffriani has trained more than 120 participants under the programme. Constantly looking to improve herself, she ventured out

of her home-based business to open her own baking studio in 2017 where she can share her love for baking and run her own workshops with more people. She has since trained more than 1,000 aspiring bakers in the studio.

In early 2021, Lydia's Oven received a sponsorship offer from renowned home appliances manufacturer, Brandt Asia Pte Ltd, which provided six ovens and a microwave oven for her studio. She was given another opportunity to be the skills trainer for the Micro Business In-Care Programme for female inmates in a collaboration between AMP and Yellow Ribbon Singapore. She was also one of the bakers featured for the AMPowering Lives campaign, where 150 bottles of her delicious Black Beauty cookies were sold to raise funds for AMP's social programmes.

MDM SITI WIDAWATI MOHD SHUKOR

Graduate of
AMP Adopt a Family &
Youth Scheme (2018)

When Mdm Siti, 36, approached AMP for assistance in 2015, she needed help with her three school-going children's socio-educational expenses as her family was facing financial difficulties after her employment contract had ended. Her husband took up longer hours at work to make up for the reduction in household income yet it was not sufficient to support

Mdm Siti and family were enrolled into the AMP's Adopt a Family & Youth Scheme (AFYS), where AMP assisted with making a one-off payment of the family's utilities' arrears and paying for the children's transport expenses.

As a scheme that adopts a holistic approach in assisting families under AMP's care, AFYS

religious classes, as well as into enrichment programmes during the school holidays.

This enabled Mdm Siti to focus on finding a new job in order for the family to gain financial stability in the long run. Unfortunately, her job search was interrupted several times – first, by her son's ADHD diagnosis, then by his fall which caused a fractured ankle, and later, by his dyslexia diagnosis, all of which required her presence at home to support him. It was during this time too, that Mdm Siti's husband left his job due to the long hours and minimal incentives that his job offered. He managed to find a job as a pest control technician which did not pay as well and this steep reduction in pay became financially draining for the whole family.

Nevertheless, Mdm Siti persevered in her job search and eventually secured a position as a patient service associate at a hospital. This slowly strengthened the family's stability, leading to the family requiring less help from AMP, and eventually becoming financially stable. Her husband was also later promoted to become a senior pest technician, which further strengthened the family's financial outlook. With their newfound stability, they were also able to upgrade from a 3-room flat to a comfortable 5-room flat for their family of five.





MDM SIMAH MOHD
Client of
AMP Debt
Advisory Centre

Mdm Simah (not her real name), 52, started facing debt problems when she had to manage her family's expenses while caring for her elderly parents. Her daughter had also just started her studies in Australia and needed financial support for her living expenses.

Mdm Simah unwittingly took loans from an unlicensed moneylender thinking that they were a licensed company. After a few months of servicing her loans, she found it difficult to

manage with the repayments due to the high interest rates. Her income was no longer enough to meet her household expenses as the bulk of it would go into weekly and bi-monthly repayments. She soon found herself taking on new loans from other unlicensed and licensed moneylenders.

When she finally sought assistance from AMP's Debt Advisory Centre (DAC), her debts had totaled \$38,000. Through the financial counselling she received and support group sessions held by DAC, she worked out a monthly budget and eliminated unnecessary expenses. She was also able to determine a debt resolution arrangement to commit to.

The first three months were difficult for her as she lived in fear of possible harassment from the unlicensed moneylenders. However, things started looking up when she managed to clear most of her debt with the licensed moneylenders within six months. She is currently servicing her final loan at an affordable monthly repayment plan of \$250.

It was not easy at first because she had to make changes to her lifestyle and this required a lot of self-discipline and strict management on her part. She took close to one year before she was able to stabilise both her emotions and finances.

Mdm Simah actively attends the DAC support group sessions as a volunteer these days, offering a helping hand and a listening ear to new clients. She understands the importance of sharing her experience with those who are facing a similar situation, as her way of giving back to society. She hopes that her contribution will be beneficial and helpful for others, and that her sharing will give other debtors the hope to start afresh.

THE YEAR AHEAD

FUTURE PLANS

In the next financial year, AMP will focus on enhancing our programmes and services to better serve our clients and beneficiaries amidst the new normal.

┌ **Marriage Hub**

The AMP Marriage Hub will be working together with the Ministry of Social and Family Development and Registry of Muslim Marriages to maximise the BersamaMu initiative in encouraging participants to attend relevant marriage preparation programmes offered by INSPIRASI@AMP. The Hub will also offer onsite talks to raise awareness of the importance of marriage preparation and the available support for young couples, to discuss the key issues and challenges they face, as well as encourage them to enrol in the full programme.

┌ **Youth**

The AMP Youth department will be exploring a financial assistance scheme for youths needing targeted intervention, such as advanced counselling and therapy sessions. Additionally, the department will also be looking at engaging youths in active sports with mentoring.

IPC FUND RAISING PLANS

AMP saw a 124% increase in the number of our individual donors, from 3,828 to 8,593 donors in this financial year. AMP will continually review and explore new fund raising strategies in line with our digital transformation plans.

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

MONTH	FUND RAISING INITIATIVE
October – December 2021	RFS/SMEF Digital Fundraising Campaign 2021 AMP Donate Your Dinner Campaign 2021
January – February 2022	Donation Campaign on Mediacorp Warna 94.2FM for Adopt a Family & Youth Scheme (AFYS) AFYS Bulkmail Drive 2022
March 2022	<i>Zakat</i> Bulkmail Drive 2022
April – May 2022	Donation Campaign on Mediacorp Ria 89.7FM for Ready for School Fund Appeal for Festive Period Assistance

IPC EXPENDITURE PLANS

The Board has approved the operational budget for AMP for the total amount of \$15.9 million, which covers the programme activities, governance costs, fund raising expenses, as well as administrative and overhead costs.

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	Chairman, AMP – 2019 to present Director, AMP – 2015 to present Chairman, Nominating Committee – 2019 to present Chairman, Fund Raising Committee – 2019 to present Director, MERCU Learning Point – 2015 to 2019 Member, Human Resource Committee – 2014 to 2018 Additional Director, AMP – 2014 to 2015
Mr Hazni Aris Hazam Aris	16 December 2017	6 / 6	Vice-Chairman, AMP – 2019 to present Director, AMP – 2017 to present Chairman, Media & Relations Resource Panel – 2019 to present President, Young AMP – 2017 to 2020 Vice-President, Young AMP – 2014 to 2016
Mr Edwin Ignatious M @ Muhammed Faiz	7 December 2019	3 / 6	Director, AMP – 2019 to present
Mr Fathurrahman Hj M Dawoed	7 December 2019	5 / 6	Director, AMP – 2019 to present Member, Human Resource Committee – 2019 to present Additional Director, AMP – 2018 to 2019
Mr Khairulnizam Massuan	7 December 2019	6 / 6	Director, AMP – 2019 to present Director, MERCU Learning Point – 2017 to present Member, Fund Raising Committee – 2019 to present Additional Director, AMP – 2018 to 2019

Mr Mohamad Azmi Muslimin	12 December 2015	6 / 6	Director, AMP – 2005 to 2011; 2015 to present Chairman, Finance & Investment Committee – 2008 to 2011; 2019 to present Chairman, MERCU Learning Point – 2012 to 2018 Director, MERCU Learning Point – 2001 to 2010; 2012 to 2018 Member, Finance & Investment Committee – 2016 to 2018
Mr Muhamad Nazzim Muhamad Hussain	12 December 2015	6 / 6	Director, AMP – 2015 to present Chairman, Centre for Research on Islamic & Malay Affairs (RIMA) – 2014 to present Member, Nominating Committee – 2016 to present Additional Director, AMP – 2014 to 2015
Mr Muhammad Tarmizi Abdul Wahid	7 December 2019	5 / 6	Director, AMP – 2019 to present Member, Media and Relations Resource Panel – 2019 to present Additional Director, AMP – 2018 to 2019
Mr Othman Marican	12 December 2015	5 / 6	Director, AMP – 2015 to present Chairman, Human Resource Committee – 2012 to present Additional Director, AMP – 2014 to 2015
Ms Siti Mariam Mohamad Salim	7 December 2019	6 / 6	Director, AMP – 2019 to present

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 2021, on the following dates:

28 August 2020
30 October 2020
5 December 2020
29 January 2021
26 March 2021
28 May 2021

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 83). 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 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 100). 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 wrongdoing 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 were no whistle-blowing reports 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 2019 to June 2020



S/N	CODE GUIDELINE	CODE ID	RESPONSE	EXPLANATION (if unable to comply with the Code Guideline)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff appointments?	—	No	
3	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
4	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 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.
5	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	
6	Is there any governing board member who has served for more than 10 consecutive years?	—	No	
7	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

CONFLICT OF INTEREST

8	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
9	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied

STRATEGIC PLANNING

10	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied
11	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

HUMAN RESOURCE AND VOLUNTEER

12	The Board approves documented human resource policies for staff.	5.1	Complied
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
15	Are there volunteers serving in the charity?	—	Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied

FINANCIAL MANAGEMENT & INTERNAL CONTROLS

17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that 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, and 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 the charity's expenditure.	6.2.1	Complied
22	Does the charity invest its reserves (e.g. in fixed deposits)?	—	Yes
23	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

FUNDRAISING PRACTICES

24	Did the charity receive cash donations (solicited or unsolicited) during the financial year?	—	Yes
25	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
26	Did the charity receive donations in kind during the financial year?	—	No

DISCLOSURE & TRANSPARENCY

27	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied
28	Are governing board members remunerated for their services to the Board?	—	No
29	Does the charity employ paid staff?	—	Yes
30	No staff is involved in setting his or her own remuneration.	2.2	Complied
31	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000.	8.4	Complied
32	The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied

PUBLIC IMAGE

33	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
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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.

Adam Khoo Learning Technologies Group
 AIA Group Singapore
 Aidha Singapore
 Airswift
 Al-Istighfar Mosque
 Bapa Sepanjang Hayat
 Babes Pregnancy Crisis Support Ltd
 Bartley Secondary School
 Boys' Town Singapore
 Busy Bees Asia
 Central Narcotics Bureau
 Centre for Fathering
 Chinese Development Assistance Council
 Citi-SMU Financial Literacy Club
 Club HEAL
 Community Foundation of Singapore
 Community Leaders Forum
 Credit Counselling Singapore
 Donate for Change
 Early Childhood Development Agency
 Emaan Catalyst Community Ltd
 Employment and Employability Institute (e2i)
 Eurasian Association
 Focus on the Family Singapore Ltd
 Giant Singapore
 GivePlease
 HEART@Fei Yue
 Immigration & Checkpoints Authority
 Info-communications Media Development Authority of Singapore
 Indeed.com

Institute of Mental Health
 Islamic Religious Council of Singapore (MUIS)
 IslamicSG Networks Ventures Pte Ltd
 ITE College East
 Jazari Engineers Network
 Jurong West Secondary School
 LOOMS
 Loyang View Secondary School
 Lydia's Oven
 M³ Pasir Ris-Punggol
 M³ Woodlands
 Madrasah Wak Tanjong Al-Islamiah
 MODA by A.J
 Ministry of Culture, Community and Youth
 Ministry of Education
 Ministry of Home Affairs
 Ministry of Social and Family Development
 Muslim Healthcare Professionals Association
 MyRepublic
 National Council of Social Service
 National Heritage Board
 National University of Singapore
 National Volunteer & Philanthropy Centre
 National Youth Council
 Network of Community Practitioners
 New Hope Community Services
 Ngee Ann Polytechnic
 Nikmart Halal Frozen
 North East Community Development Council
 NTT DATA Singapore
 NUS Muslim Society
 OnePeople.sg
 Pasir Ris East Community Club
 People's Association Youth Movement
 Prophet Muhammad's Birthday Memorial Scholarship (LBKM)
 REACH Singapore
 Registry of Muslim Marriages
 Resume.sg
 Rotary Family Service Centre
 Safe Space™ Singapore
 Sahara Shawl
 ScreenBox Pte Ltd
 Second Chance Properties Ltd
 Singapore Indian Development Association

Singapore Malay Chamber of Commerce & Industry (SMCCI)
 Singapore Management University
 Singapore Muslim Women's Association (PPIS)
 Singapore Prison Service
 Singapore Police Force
 Singapore University of Social Sciences
 Singapore University of Technology and Design (SUTD)
 SkillsFuture SG
 SME Centre @ SMCCI
 South Central Family Service Centre
 South East Community Development Council
 South West Community Development Council
 SP Jain Global School of Management
 Sport Singapore
 SSA Group
 Stellar Consulting
 Syariah Court Singapore
 Tabung.sg
 Tang Tea House
 Terai Melayu SG
 The Quotation
 The Silent Foundation Ltd
 The Woke Salaryman
 Uplifting Pupils in Life and Inspiring Families Taskforce (UPLIFT)
 Vector Scorecard (Asia-Pacific) Pte Ltd
 ViacomCBS Networks Asia
 Vintagewknd
 Wardah Books
 WhatsHalal
 Williams-Sonoma Singapore Pte Ltd
 Workforce Singapore
 Yayasan MENDAKI
 Yellow Ribbon Singapore
 Yumen Hut



FINANCIAL STATEMENTS

AMP FOR THE FINANCIAL YEAR
ENDED 30 JUNE 2021

AMP
SINGAPORE



GENERAL INFORMATION

DIRECTORS

Dr Md Badrun Nafis Bin Saion

(Chairman)

Hazni Aris Bin Hazam Aris

(Vice-Chairman)

Mohamad Azmi Bin Muslimin

Muhamad Nazzim Bin Muhamad Hussain

Othman Lebby Marican Bin Vappoo Maricar

Edwin Ignatious M

Siti Mariam Binte Mohamad Salim

Muhammad Tarmizi Abdul Wahid

Khairulnizam Bin Massuan

Fathurrahman Bin Haji M Dawoed

COMPANY SECRETARY

Kong Yuh Ling Doreen

REGISTERED OFFICE

8 Shenton Way,

#21-07 Axa Tower,

Singapore 068811

BANKERS

United Overseas Bank Limited

DBS Bank Ltd

Oversea-Chinese Banking Corporation Limited

CIMB Bank

Maybank Singapore Limited

AUDITOR

Helmi Talib LLP

Partner-in-charge: Suriyati binti Mohamed Yusof

(Date of appointment: since financial year ended 30 June 2018)

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DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED
30 JUNE 2021

The directors 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 2021.

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 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 2021 and the financial performance, changes in funds and cash flows of the Group and the financial performance and changes in funds of the Company for the financial year then ended;
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2 DIRECTORS

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

Dr Md Badrun Nafis Bin Saion	<i>(Chairman)</i>
Hazni Aris Bin Hazam Aris	<i>(Vice-Chairman)</i>
Mohamad Azmi Bin Muslimin	
Muhamad Nazzim Bin Muhamad Hussain	
Othman Lebby Marican Bin Vappoo Maricar	
Edwin Ignatious M	
Siti Mariam Binte Mohamad Salim	
Muhammad Tarmizi Abdul Wahid	
Khairulnizam Bin Massuan	
Fathurrahman Bin Haji M Dawoed	

3 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

As the Company is a public company limited by guarantee and has no share capital, there are no arrangements to which the Company is a party 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 financial year had an interest in the share capital or debentures of the Company or the subsidiaries either at the beginning of the financial year or end of the 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

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Dr Md Badrun Nafis Bin Saion

Director

DocuSigned by:



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Hazni Aris Bin Hazam Aris

Director

Date: 29 October 2021

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 2021, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds 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 of the Company for the financial 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 of the Company are properly drawn up in accordance with the provisions of the Companies Act, Chapter 50 (the "Act"), the Charities Act, Chapter 37 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 2021 and of the consolidated financial performance, consolidated changes in funds and consolidated cash flows of the Group and of the financial performance and changes in funds 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 55 to 56.

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.

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 solely responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS*(Continued)*

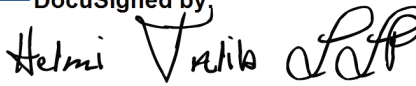
We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In our opinion, the accounting and other records required by the above regulations 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 financial 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:

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Helmi Talib LLP

*Public Accountants and
Chartered Accountants*

Singapore

Date: 29 October 2021

Partner-in-charge: Suriyati binti Mohamed Yusof
PAB No.: 01627

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2021

	Note	GROUP		COMPANY	
		2021 \$	2020 \$	2021 \$	2020 \$
Revenue	5	22,474,195	20,088,682	20,251,269	16,811,951
Expenditure	6	(20,256,454)	(18,956,982)	(20,038,860)	(17,347,218)
Other income	7	703,883	596,424	329,238	1,925,294
Finance costs	8	(24,328)	(18,504)	(5,467)	(4,746)
Profit before taxation		2,897,296	1,709,620	536,180	1,385,281
Income tax expense	9	–	(98,488)	–	–
Profit for the financial year		2,897,296	1,611,132	536,180	1,385,281
Other comprehensive income					
Components of other comprehensive income that will not be reclassified subsequently to profit or loss, net of taxation of nil					
Revaluation surplus	21	–	652,098	–	652,098
Total other comprehensive income that will not be reclassified subsequently to profit or loss, net of taxation		–	652,098	–	652,098
Total comprehensive income for the financial year		2,897,296	2,263,230	536,180	2,037,379

THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

STATEMENTS OF FINANCIAL POSITION

AS OF 30 JUNE 2021

	Note	GROUP		COMPANY	
		2021 \$	2020 \$	2021 \$	2020 \$
Assets					
Current assets					
Cash and cash equivalents	11	10,261,029	6,406,915	7,023,320	4,139,168
Fixed deposits	12	1,550,441	2,050,441	1,550,441	2,050,441
Trade and other receivables	13	2,867,655	2,710,595	2,935,566	1,919,395
Contract assets	5	798,270	780,912	-	-
Total current assets		15,477,395	11,948,863	11,509,327	8,109,004
Non-current assets					
Property, plant and equipment	14	7,568,692	7,750,929	6,424,744	7,477,085
Intangible assets	15	50,000	-	-	-
Investments in subsidiaries	16	-	-	390,258	1,760,683
Investment securities	17	385,040	339,186	385,040	339,186
Total non-current assets		8,003,732	8,090,115	7,200,042	9,576,954
Total assets		23,481,127	20,038,978	18,709,369	17,685,958
Liabilities and funds and reserve					
Liabilities					
Current liabilities					
Trade and other payables	18	3,048,632	2,734,168	3,137,438	2,520,310
Contract liabilities	5	205,410	413,525	176,137	331,016
Lease liabilities	19	262,519	143,742	45,604	24,979
Total current liabilities		3,516,561	3,291,435	3,359,179	2,876,305
Non-current liabilities					
Lease liabilities	19	400,550	80,823	59,365	55,008
Total non-current liabilities		400,550	80,823	59,365	55,008
Total liabilities		3,917,111	3,372,258	3,418,544	2,931,313
Funds and reserve					
Unrestricted funds		10,815,031	8,178,631	6,541,840	6,266,556
Restricted funds	20	799,845	538,949	799,845	538,949
Property revaluation reserve	21	7,949,140	7,949,140	7,949,140	7,949,140
Total funds and reserve		19,564,016	16,666,720	15,290,825	14,754,645
Total liabilities and funds and reserve		23,481,127	20,038,978	18,709,369	17,685,958

THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

STATEMENTS OF CHANGES IN FUNDS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2021

GROUP

		2021			
	Note	Unrestricted funds \$	Restricted funds \$	Property revaluation reserve \$	Total \$
Funds and reserve					
Balance at beginning of financial year		8,178,631	538,949	7,949,140	16,666,720
Comprehensive income					
Profit for the financial year, representing total comprehensive income for the financial year		2,895,319	1,977	–	2,897,296
Transfer of funds	20	(258,919)	258,919	–	–
Balance at end of financial year		10,815,031	799,845	7,949,140	19,564,016

		2020			
	Note	Unrestricted funds \$	Restricted funds \$	Property revaluation reserve \$	Total \$
Funds and reserve					
Balance at beginning of financial year		6,537,563	568,885	7,297,042	14,403,490
Effect of new requirement by the Ministry of Social and Family Development ("MSF")	20	134,276	(134,276)	–	–
		6,671,839	434,609	7,297,042	14,403,490
Comprehensive income					
Profit for the financial year		1,774,308	(163,176)	–	1,611,132
Other comprehensive income					
- Revaluation surplus		–	–	652,098	652,098
Total comprehensive income for the financial year		8,446,147	271,433	7,949,140	16,666,720
Transfer of funds	20	(267,516)	267,516	–	–
Balance at end of financial year		8,178,631	538,949	7,949,140	16,666,720

THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

STATEMENTS OF CHANGES IN FUNDS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2021

COMPANY		2021				
		Note	Unrestricted funds \$	Restricted funds \$	Property revaluation reserve \$	Total \$
Funds and reserve						
	Balance at beginning of financial year		6,266,556	538,949	7,949,140	14,754,645
Comprehensive income						
	Profit for the financial year, representing total comprehensive income for the financial year		534,203	1,977	–	536,180
	Transfer of funds	20	(258,919)	258,919	–	–
	Balance at end of financial year		6,541,840	799,845	7,949,140	15,290,825
		2020				
		Note	Unrestricted funds \$	Restricted funds \$	Property revaluation reserve \$	Total \$
Funds and reserve						
	Balance at beginning of financial year		4,851,339	568,885	7,297,042	12,717,266
	Effect of new requirement by the MSF	20	134,276	(134,276)	–	–
			4,985,615	434,609	7,297,042	12,717,266
Comprehensive income						
	Profit for the financial year		1,548,457	(163,176)	–	1,385,281
	Other comprehensive income					
	- Revaluation surplus		–	–	652,098	652,098
	Total comprehensive income for the financial year		6,534,072	271,433	7,949,140	14,754,645
	Transfer of funds	20	(267,516)	267,516	–	–
	Balance at end of financial year		6,266,556	538,949	7,949,140	14,754,645

THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

CONSOLIDATED STATEMENT OF CASH FLOWS

AS OF 30 JUNE 2021

	Note	2021 \$	2020 \$
Cash flows from operating activities			
Profit before taxation		2,897,296	1,709,620
Adjustments for			
Depreciation of property, plant and equipment	14	1,528,217	1,607,143
Interest expense	8	24,328	18,504
Dividend income	7	(16,354)	(8,159)
Interest income	7	(9,411)	(39,666)
Gain on disposal of property, plant and equipment	7	(860)	-
Total adjustment to profit or loss		<u>1,525,920</u>	<u>1,577,822</u>
Total operating cash flows before changes in working capital		4,423,216	3,287,442
Changes in working capital			
Increase in trade and other receivables and contract assets		(161,292)	(897,707)
Increase in trade and other payables and contract liabilities		97,227	406,403
Total changes in working capital		<u>(64,065)</u>	<u>(491,304)</u>
Cash flows from operations		4,359,151	2,796,138
Interest received		9,411	39,666
Net cash flows from operating activities		<u>4,368,562</u>	<u>2,835,804</u>
Cash flows from investing activities			
Proceeds from maturity of fixed deposits		2,050,000	2,050,000
Placement of fixed deposits		(1,550,000)	(2,050,000)
Acquisitions of property, plant and equipment		(616,223)	(140,258)
Cash payment for acquisition of childcare centres	15	(90,000)	-
Purchase of investment securities	17	(45,854)	(145,157)
Dividends received		3,228	8,159
Proceeds from disposal of property, plant and equipment		860	-
Net cash flows used in investing activities		<u>(247,989)</u>	<u>(277,256)</u>
Cash flows from financing activities			
Payment of principal portion of lease liabilities	19	(242,131)	(235,331)
Interest paid	19	(24,328)	(18,504)
Net cash flows used in financing activities		<u>(266,459)</u>	<u>(253,835)</u>
Net increase in cash and cash equivalents		3,854,114	2,304,713
Cash and cash equivalents at beginning of financial year		6,406,915	4,102,202
Cash and cash equivalents at end of financial year	11	<u>10,261,029</u>	<u>6,406,915</u>
Net cash flows			
Net cash flows from operating activities		4,368,562	2,835,804
Net cash flows used in investing activities		<u>(247,989)</u>	<u>(277,256)</u>
Net cash flows used in financing activities		<u>(266,459)</u>	<u>(253,835)</u>

THE ACCOMPANYING NOTES FORM AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED
30 JUNE 2021

1 CORPORATE INFORMATION

Association of Muslim Professionals (the “Company”) was incorporated in Singapore as a company limited by guarantee without a share capital. 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 2021, the Company has 1,068 (2020: 1,066) ordinary members. In addition, the Company has 328 (2020: 319) 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, Cap. 37 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 principal activities of the subsidiaries are to perform research in, and studies on, the local, regional or international issues relating to the affairs of the Malay/Muslim community and to provide educational, training and childcare centre services.

There have been no significant changes in the nature of these activities during the financial year.

The registered office of the Company is located at 8 Shenton Way, #21-07, AXA Tower, Singapore 068811. The principal place of business is located at AMP@Pasir Ris, No. 1 Pasir Ris Drive 4, #05-11, Singapore 519457.

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 fund of the Company for the financial year ended 30 June 2021 were authorised for issue in accordance with a resolution of the directors as at the date of Directors’ Statement.

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 of the Company have been prepared in accordance with Financial Reporting

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.1 BASIS OF PREPARATION *(Continued)*

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 of the Company are presented in Singapore Dollars (“SGD” or “\$”), which is also the functional currency of the Company.

The accounting policies adopted are consistent with those of the previous financial year except for those as described in Note 2.2 to the financial statements.

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 periods beginning on or after 1 July 2020. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

2.3 STANDARDS ISSUED BUT NOT YET EFFECTIVE

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
Amendments to FRS 109 Financial Instruments, FRS 39 <i>Financial Instruments: Recognition and Measurement</i> , FRS 107 <i>Financial Instruments: Disclosures</i> , FRS 104 <i>Insurance Contracts</i> , FRS 116 <i>Leases: Interest Rate Benchmark Reform – Phase 2</i>	1 January 2021
Amendments to FRS 16 <i>Property, Plant and Equipment: Proceeds before Intended Use</i>	1 January 2022
Amendments to FRS 37 <i>Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to FRSs 2018-2020	1 January 2022
Amendments to FRS 1 <i>Presentation of Financial Statements: Classification of Liabilities as Current or Non-current</i>	1 January 2023
Amendments to FRS 110 <i>Consolidated Financial Statements and FRS 28 <i>Investments in Associates and Joint Ventures: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i></i>	Date to be determined

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.3 STANDARDS ISSUED BUT NOT YET EFFECTIVE *(Continued)*

The directors expect that the adoption of the standards above 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.

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 continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

(b) Business combinations

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.

The Group elects for each individual business combination, whether non-controlling interest in the acquiree (if any), that are present ownership interests and entitle

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.4 BASIS OF CONSOLIDATION *(Continued)*

(b) Business combinations (Continued)

their holders to a proportionate share of net assets in the event of liquidation, is recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Other components of non-controlling interests are measured at their acquisition date fair value, unless another measurement basis is required by another FRS.

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 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.

2.5 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.

2.6 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 subsequent 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 in fund 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

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.6 PROPERTY, PLANT AND EQUIPMENT *(Continued)*

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. 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 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 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.

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 fair value through profit or loss 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.

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 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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.8 FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial liabilities (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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.9 IMPAIRMENT OF FINANCIAL ASSETS AND CONTRACT ASSETS *(Continued)*

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. A 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 of cash at banks, cash on hand and fixed deposits which are subject to an insignificant risk of changes in value.

2.11 INTANGIBLE ASSETS

Goodwill

Goodwill that arises upon the taking over of childcare centres is included in intangible asset. The Company measured goodwill on the date of acquisition as the excess of the fair value of the consideration over the fair value of net identifiable assets acquired. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the acquisition, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

The cash-generating units to which goodwill have been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a cash-generating unit and part of the operation within that cash-generating unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the cash-generating unit retained.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.12 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.

(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.

(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 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.13 FUNCTIONAL AND FOREIGN CURRENCY

(a) *Functional currency*

The management has determined the currency of the primary economic environment in which each entity in the Group operates i.e. functional currency. Sales prices and major costs of providing goods and services including major operating expenses are primarily influenced by fluctuations in SGD.

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(b) *Foreign currency*

Transactions in foreign currencies are measured in the respective functional currency of the Company and its subsidiaries and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the closing rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in foreign currencies are translated using the exchange rates as at dates of the initial transactions. Non-monetary items measured at fair value in foreign currencies are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or translating items at the end of the reporting period are recognised in profit or loss.

2.14 REVENUE RECOGNITION

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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.14 REVENUE RECOGNITION *(Continued)*

(a) Donations

Donations from individuals, companies and other organisations are recorded when received. The Group derives approximately 4.31% (2020: 4.04%) 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.

(b) Grants, school fees and tuition fees

Government matching grant, MBMF, school fees, tuition fees and other income are accounted for on the accrual basis.

Revenue from grants relating to projects undertaken by a subsidiary, Centre for Research on Islamic and Malay Affairs Pte Ltd, is recognised based on the percentage-of-completion method. The percentage-of-completion for a given project is determined based on costs incurred to date as a percentage of total estimated costs of the project. Project costs include subcontractor costs, direct staff salaries and other related overhead expenses. Provisions for foreseeable losses on uncompleted projects are made in the year in which such losses are determined.

2.15 GOVERNMENT GRANTS

Government grants (including Jobs Support Scheme) are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

When the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

Cash grants received from the government in relation to Wage Credit Scheme is recognised as income upon receipt.

2.16 EMPLOYEE BENEFITS

(a) Defined contribution plan

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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.16 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.

2.17 ACCUMULATED FUND

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.

2.18 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.

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.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.18 LEASES *(Continued)*

Right-of-use assets (Continued)

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 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). It also applies the lease of low-value assets recognition exemption to leases of assets that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(Continued)*

2.19 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.

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 the revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that could 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 estimates and 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.

3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES *(Continued)*

3.2 KEY SOURCES OF ESTIMATION UNCERTAINTY *(Continued)*

(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. The fair value of property, plant and equipment is determined by independent professional valuer using recognised valuation techniques.

As at 30 June 2021, the carrying amount of property, plant and equipment carried at fair value 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.

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.

As at 30 June 2021, the carrying amount of contract assets and trade receivables are disclosed in Notes 5 and 13 to the financial statements.

4 SIGNIFICANT RELATED PARTY TRANSACTIONS (Continued)

4 SIGNIFICANT RELATED PARTY TRANSACTIONS

The related party transactions are between the Company and its subsidiaries, Centre for Research on Islamic and Malay Affairs Pte Ltd and Mercu Learning Point Pte Ltd, and related company, The Good Life M&N. The effects of these transactions are reflected in the financial statements on the basis determined between the parties.

(a) Significant related party transactions

	COMPANY	
	2021	2020
	\$	\$
<u>Subsidiary, Centre for Research on Islamic and Malay Affairs Pte Ltd</u>		
Research fees	258,803	377,996
Expenses paid on behalf by the Company	(243,885)	(316,920)
Rental of premises	(14,400)	(14,400)
Corporate support services fees	(9,000)	(9,000)
Rental of office equipment	(1,920)	(1,920)
Reversal of allowance for ECLs	–	(1,544,294)
Waiver of debt	–	1,510,682

	COMPANY	
	2021	2020
	\$	\$
<u>Subsidiary, Mercu Learning Point Pte Ltd</u>		
Management fees	9,221,842	7,844,896
Recharged - Partner Operator Scheme ("POP") grant	2,747,348	2,369,527
Grants received on behalf	124,704	22,692
Lease of furniture and equipment	(116,539)	(186,945)
Rental of premises	(45,635)	(91,271)
Childcare centre fee subsidies	43,870	59,746
Corporate support service fees	(12,000)	(12,000)

	COMPANY	
	2021	2020
	\$	\$
<u>Related company, The Good Life M&N</u>		
Training workshop fees	4,300	–

4 SIGNIFICANT RELATED PARTY TRANSACTIONS *(Continued)*

(b) Remuneration of key management personnel

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Salaries and bonuses	1,145,633	1,306,348	974,983	1,163,618
Employer's CPF contribution	153,576	173,734	126,876	151,271
	<u>1,299,209</u>	<u>1,480,082</u>	<u>1,101,859</u>	<u>1,314,889</u>

The number of key management personnel whose remuneration is within the \$100,001 to \$150,000 band is eight (2020: eleven) and there is no key management personnel whose remuneration is within \$150,001 to \$200,000 band (2020: nil). 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 Head or Board Members.

5 REVENUE

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Childcare centre fees and subsidies	8,709,459	7,288,976	8,647,091	7,200,661
Student care fees and subsidies	4,224,767	3,656,555	3,322,102	3,013,763
Donations*	3,791,801	2,738,826	3,791,801	2,738,826
Social action programmes	1,162,538	969,286	1,162,538	969,286
MBMF grant	933,247	1,109,446	933,247	1,109,446
Government matching grant**	800,000	800,000	800,000	800,000
Pre-school centre fees	550,107	700,787	-	-
Training and education projects	160,898	77,870	160,898	77,870
Other grants***	2,141,378	2,746,936	1,433,592	902,099
	<u>22,474,195</u>	<u>20,088,682</u>	<u>20,251,269</u>	<u>16,811,951</u>
Timing of render of services				
Over time	14,096,677	13,111,686	12,432,621	10,535,742
At a point in time	8,377,518	6,976,996	7,818,648	6,276,209
	<u>22,474,195</u>	<u>20,088,682</u>	<u>20,251,269</u>	<u>16,811,951</u>

* Included in donations is zakat contribution amounting to \$1,026,982 (2020: \$910,141).

** Included in government matching grant is the Company's share of a government matching grant for community self-help organisations of \$800,000 (2020: \$800,000) which relates to the donations received during the financial year ended 30 June 2021. The government matching grant is capped at \$800,000 (2020: \$800,000).

*** Other grants of the Group include Jobs Support Scheme of \$1,162,451 (2020: \$2,166,155) and grants received from Care & Share of \$350,979 (2020: nil).

5 REVENUE (Continued)

Contract balances

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

	30 JUNE 2021	30 JUNE 2020	1 JULY 2019
	\$	\$	\$
Trade receivables - gross amount (Note 13)	2,184,782	1,508,100	1,728,662
Contract assets	798,270	780,912	641,021
Contract liabilities	(205,410)	(413,525)	(573,625)

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.

Contract liabilities primarily relate to the Group's obligation to transfer services to customers for which the Group has received advances from customers for rendering of services.

Contract liabilities are recognised as revenue over time as the Group performs under the contract.

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

	2021	2020
	\$	\$
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	237,388	242,609
Contract assets reclassified to trade receivables during the financial year	664,693	527,780
Increase in contract liabilities due to receipt of advances (excluding amounts recognised as revenue during the financial year)	29,273	82,509

5 REVENUE (Continued)

Transaction price allocated to remaining performance obligations

Management expects that the transaction price allocated to remaining unsatisfied (or partially unsatisfied) performance obligations as at 30 June 2021 and 2020 may be recognised as revenue in the next reporting periods as follows:

	2021	2022	2023	TOTAL
	\$	\$	\$	\$
Unsatisfied and partially satisfied performance obligation as at:				
– 30 June 2021	-	121,836	79,190	201,026
– 30 June 2020	237,388	92,563	79,190	409,141

6 EXPENDITURE

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Childcare centres	6,467,125	5,427,031	-	-
General administrative expenditure and overheads	5,025,326	4,967,671	2,483,056	2,734,054
Student care centres	3,282,532	3,075,722	-	-
Social action programme	2,073,978	2,062,014	2,117,848	2,121,760
Pre-school centres	1,379,371	1,242,956	-	-
Human resource/volunteer management	503,257	652,900	503,257	652,900
Management information systems	359,078	346,169	359,078	346,169
Fund raising projects	337,556	362,938	337,556	362,938
Corporate services	318,860	303,974	318,860	303,974
Adult education and training	233,183	202,804	233,183	202,804
Research fees (Note 4)	188,584	282,603	258,803	377,996
Contributions for community projects	81,368	30,200	81,368	30,200
Loss on disposal of equity securities	6,236	-	6,236	-
Management fees (Note 4)	-	-	9,221,842	7,844,896
Recharged POP grant (Note 4)	-	-	2,747,348	2,369,527
Impairment loss on investment in subsidiary (Note 16)	-	-	1,370,425	-
	<u>20,256,454</u>	<u>18,956,982</u>	<u>20,038,860</u>	<u>17,347,218</u>

6 EXPENDITURE *(Continued)*

The expenditure includes the following:

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Staff costs				
Staff salaries and related costs	12,519,735	11,707,997	2,817,054	3,102,770
Defined contribution pension costs	1,679,572	1,622,401	424,653	474,991
	<u>14,199,307</u>	<u>13,330,398</u>	<u>3,241,707</u>	<u>3,577,761</u>
Depreciation	1,528,217	1,607,143	1,149,797	1,277,271

7 OTHER INCOME

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Government grants*	402,996	232,428	67,215	–
Interest income	9,411	39,666	9,411	39,666
Dividend income	16,354	8,159	16,354	8,159
Gain on disposal of property, plant and equipment	860	–	860	–
Rental income	–	–	162,174	278,216
Corporate service fees (Note 4)	–	–	21,000	21,000
Reversal of allowance for ECLs	–	–	–	1,510,682
Miscellaneous income	274,262	316,171	52,224	67,571
	<u>703,883</u>	<u>596,424</u>	<u>329,238</u>	<u>1,925,294</u>

* Government grants of the Group include wage credit scheme amounting to \$316,708 (2020: \$201,443).

8 FINANCE COSTS

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Interest expense on lease liabilities (Note 19)	24,328	18,504	5,467	4,746

9 INCOME TAX EXPENSE

Income tax expense attributable to profit is made up of:

	GROUP	
	2021	2020
	\$	\$
Current income tax	–	98,488

The reconciliation of income tax expense to the amount of income tax determined by applying the Singapore statutory tax rate to profit before taxation are as follows:

	GROUP	
	2021	2020
	\$	\$
Profit before taxation	2,897,296	1,709,620
Tax calculated at a tax rate of 17%	492,540	290,635
Tax exemption*	(325,189)	24,575
Income not taxable for tax purposes	(118,834)	(313,621)
Utilisation of capital allowances	(102,638)	(61,583)
Expenses not deductible for tax purposes	74,381	68,304
Utilisation of donations	(19,396)	–
Deferred tax asset movement not recognised	(864)	(8,310)
Utilisation of deferred tax asset	–	98,488
	–	98,488

* The Company is an approved charity under the Charities Act, Cap. 37 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.

As at the end of the reporting period, the Group has unutilised tax losses from its subsidiary, Centre for Research on Islamic and Malay Affairs Pte Ltd, of approximately \$1,598,218 (2020: \$1,603,302). The Group also has unutilised donations of \$812,905 and no unutilised capital allowances (2020: \$952,000 and \$481,718, respectively) from its subsidiary, Mercu Learning Point Pte Ltd. These 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.

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, Cap. 37 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 \$1,848,004 (2020: \$1,299,364).

11 CASH AND CASH EQUIVALENTS

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Cash at banks	10,231,579	6,381,015	7,018,320	4,134,168
Cash on hand	29,450	25,900	5,000	5,000
	<u>10,261,029</u>	<u>6,406,915</u>	<u>7,023,320</u>	<u>4,139,168</u>

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

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

Cash and cash equivalents are denominated in Singapore Dollar.

12 FIXED DEPOSITS

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Fixed deposits	<u>1,550,441</u>	<u>2,050,441</u>	<u>1,550,441</u>	<u>2,050,441</u>

Fixed deposits have an average maturity of 1 to 5 months (2020: 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 0.37% (2020: 1.32%) and 0.37% (2020: 1.32%) for the Group and the Company, respectively.

Fixed deposits are denominated in Singapore Dollar.

13 TRADE AND OTHER RECEIVABLES

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Trade receivables				
Grants receivable	2,033,727	1,370,771	2,033,727	1,370,771
Outside parties	151,055	137,329	84,940	86,080
	<u>2,184,782</u>	<u>1,508,100</u>	<u>2,118,667</u>	<u>1,456,851</u>
Other receivables				
Deposits	505,302	198,252	446,886	130,466
Prepayments	143,947	68,053	4,340	-
Subsidiaries	-	-	326,554	41,768
Grant receivable -				
Jobs Support Scheme	-	935,390	-	281,607
GST receivable	-	-	5,495	8,703
Others	33,624	800	33,624	-
	<u>682,873</u>	<u>1,202,495</u>	<u>816,899</u>	<u>462,544</u>
	<u>2,867,655</u>	<u>2,710,595</u>	<u>2,935,566</u>	<u>1,919,395</u>
Total trade and other receivables (excluding prepayments and GST receivable)	2,723,708	2,642,542	2,925,731	1,910,692
Add: Cash and cash equivalents (Note 11)	10,261,029	6,406,915	7,023,320	4,139,168
Fixed deposits (Note 12)	1,550,441	2,050,441	1,550,441	2,050,441
Total financial assets carried at amortised cost	<u>14,535,178</u>	<u>11,099,898</u>	<u>11,499,492</u>	<u>8,100,301</u>

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. These are recognised at their original invoice amounts which represent their fair values on initial recognition.

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

13 TRADE AND OTHER RECEIVABLES *(Continued)*

Grant receivable - Jobs Support Scheme pertains to the committed amount made by the Inland Revenue Authority of Singapore ("IRAS") in relation to the Jobs Support Scheme aimed at providing wage support to employers due to the COVID-19 pandemic. The related deferred income is recognised under other payables (Note 18) and will be recognised as income on a systematic basis over the remaining period of economic uncertainty.

Expected credit losses ("ECLs")

The movement in the allowance for ECLs of the Company's other receivables relating to the amount owing by the subsidiary, Centre for Research on Islamic and Malay Affairs Pte Ltd, computed based on lifetime ECL are as follows:

	COMPANY	
	2021	2020
	\$	\$
<i>Movement in allowance account</i>		
Balance at beginning of financial year	–	1,544,294
Reversal of allowance for ECLs	–	(1,544,294)
	<u>–</u>	<u>–</u>

Trade and other receivables are denominated in Singapore Dollar.

14 PROPERTY, PLANT AND EQUIPMENT

	AT VALUATION			AT COST		Total \$
	Freehold Property \$	Leasehold Property \$	Furniture And Fittings \$	Office Equipment \$	Renovation \$	
GROUP						
Cost						
At 30.06.2019	7,200,000	–	963,193	1,671,998	2,649,113	12,484,304
Effect of adopting FRS 116	–	353,279	–	109,429	–	462,708
Additions	–	–	35,760	73,044	31,454	140,258
Disposals	–	–	(43,736)	(4,630)	(73,735)	(122,101)
Revaluation	652,098	–	–	–	–	652,098
Reversal of depreciation on revaluation	(1,452,098)	–	–	–	–	(1,452,098)
At 30.06.2020	6,400,000	353,279	955,217	1,849,841	2,606,832	12,165,169
Additions	–	614,860	50,088	309,982	331,050	1,305,980
Acquisition of childcare centres (Note 15)	–	–	3,441	36,559	–	40,000
Disposals	–	(259,098)	(59,523)	(278,769)	–	(597,390)
At 30.06.2021	6,400,000	709,041	949,223	1,917,613	2,937,882	12,913,759
Accumulated depreciation						
At 30.06.2019	786,552	–	786,399	1,336,494	1,471,851	4,381,296
Charge for the financial year	726,498	203,182	82,319	224,707	370,437	1,607,143
Disposals	–	–	(43,736)	(4,630)	(73,735)	(122,101)
Reversal of depreciation on revaluation	(1,452,098)	–	–	–	–	(1,452,098)
At 30.06.2020	60,952	203,182	824,982	1,556,571	1,768,553	4,414,240
Charge for the financial year	731,436	220,419	66,533	208,836	300,993	1,528,217
Disposals	–	(259,098)	(59,523)	(278,769)	–	(597,390)
At 30.06.2021	792,388	164,503	831,992	1,486,638	2,069,546	5,345,067
Net carrying amount						
At 30.06.2020	6,339,048	150,097	130,235	293,270	838,279	7,750,929
At 30.06.2021	5,607,612	544,538	117,231	430,975	868,336	7,568,692

14 PROPERTY, PLANT AND EQUIPMENT (Continued)

	AT VALUATION			AT COST		Total \$
	Freehold Property \$	Leasehold Property \$	Furniture And Fittings \$	Office Equipment \$	Renovation \$	
COMPANY						
Cost						
At 30.06.2019	7,200,000	–	655,412	973,326	2,537,882	11,366,620
Effect of adopting FRS 116	–	73,453	–	29,511	–	102,964
Additions	–	–	24,933	29,778	21,139	75,850
Disposals	–	–	(28,404)	(4,630)	(71,861)	(104,895)
Revaluation	652,098	–	–	–	–	652,098
Reversal of depreciation on revaluation	(1,452,098)	–	–	–	–	(1,452,098)
At 30.06.2020	6,400,000	73,453	651,941	1,027,985	2,487,160	10,640,539
Additions	–	59,404	–	38,052	–	97,456
Disposals	–	–	(7,022)	(51,899)	–	(58,921)
At 30.06.2021	6,400,000	132,857	644,919	1,014,138	2,487,160	10,679,074
Accumulated depreciation						
At 30.06.2019	786,552	–	506,045	751,265	1,399,314	3,443,176
Charge for the financial year	726,498	16,631	61,990	120,659	351,493	1,277,271
Disposals	–	–	(28,404)	(4,630)	(71,861)	(104,895)
Reversal of depreciation on revaluation	(1,452,098)	–	–	–	–	(1,452,098)
At 30.06.2020	60,952	16,631	539,631	867,294	1,678,946	3,163,454
Charge for the financial year	731,436	29,831	40,941	85,786	261,803	1,149,797
Disposals	–	–	(7,022)	(51,899)	–	(58,921)
At 30.06.2021	792,388	46,462	573,550	901,181	1,940,749	4,254,330
Net carrying amount						
At 30.06.2020	6,339,048	56,822	112,310	160,691	808,214	7,477,085
At 30.06.2021	5,607,612	86,395	71,369	112,957	546,411	6,424,744

The Group adopted the revaluation model for its freehold property.

14 PROPERTY, PLANT AND EQUIPMENT *(Continued)*

A valuation for the premises at 150 Changi Road #04-06 & #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 2020. The valuation report dated 11 June 2020 indicated a market value of \$6,400,000 as at 11 June 2020. Fair value of the freehold property was determined using the market comparable method and on an existing use basis.

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 (2020: nil) had the freehold property been measured using the cost model.

15 INTANGIBLE ASSETS

GOODWILL	GROUP	
	2021	2020
Cost	\$	\$
Balance at beginning of financial year	–	–
Arising on acquisition of childcare centres	50,000	–
Balance at end of financial year	<u>50,000</u>	<u>–</u>
Net carrying amount		
At 31 December	<u>50,000</u>	<u>–</u>

The Group has taken over two new childcare centres with effect from 1 January 2021 for a cash consideration of \$90,000. The assets assumed by the Group as at the date of acquisition are furniture and fittings and office equipment amounting to \$3,441 and \$36,559, respectively (Note 14).

	2021
	\$
<i>Movement in cash as a result of acquisition</i>	
Cash payment for acquisition of two childcare centres	<u>90,000</u>

16 INVESTMENTS IN SUBSIDIARIES

	COMPANY	
	2021	2020
	\$	\$
Equity investments at cost		
Balance at beginning of financial year	2,010,682	500,000
Additions	–	1,510,682
	<u>2,010,682</u>	<u>2,010,682</u>
Less: Allowance for impairment loss	(1,620,424)	(249,999)
Balance at end of financial year	<u>390,258</u>	<u>1,760,683</u>

The Company applied net assets valuation method in assessing the recoverable amount of its investment in Centre for Research on Islamic and Malay Affairs Pte Ltd at 30 June 2021. Given that the recoverable amount is determined to be lower than its carrying amount, the Company recognised an impairment loss of \$1,370,425 to write down the said investment to its expected recoverable amount.

The particulars of the subsidiaries are as follows:

NAME OF COMPANY (Country of incorporation)	PRINCIPAL ACTIVITIES (Place of business)	COST OF INVESTMENT		EQUITY HELD BY COMPANY	
		2021	2020	2021	2020
		\$	\$	%	%
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
		<u>2,010,682</u>	<u>2,010,682</u>		

17 INVESTMENT SECURITIES

	GROUP AND COMPANY	
	2021	2020
	\$	\$
Financial instruments		
<i>At fair value through other comprehensive income</i>		
Unquoted equity shares, at cost	24,000	24,000
Less: Allowance for impairment loss	(23,999)	(23,999)
	<u>1</u>	<u>1</u>
<i>At fair value through profit or loss</i>		
Quoted equity securities, at fair value		
Balance at beginning of financial year	339,185	194,028
Net additions	45,854	145,157
Balance at end of financial year	<u>385,040</u>	<u>339,186</u>

The unquoted equity shares relate to the Company's investment in GEMA Holdings Limited, a company incorporated in Singapore. These equity shares are not quoted on any market and does not have any comparable industry peer that is listed. The Group has elected to measure these equity shares at FVOCI due to the Group's intention to hold these equity instruments for long-term appreciation.

The quoted equity securities pertain to investments in equity securities of companies listed in the Singapore Exchange Limited. 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.

18 TRADE AND OTHER PAYABLES

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Trade payables				
Outside parties	154,319	24,720	21,748	7,552
Other payables				
Accrued operating expenses	1,590,132	1,461,846	480,703	583,476
Deposits received	840,483	607,235	709,539	557,324
GST payable	174,162	125,210	-	-
Provision for unclaimed leave	186,337	88,696	-	-
Outside parties	33,573	860	33,573	860
Deferred income	-	352,393	-	327,796
Subsidiaries	-	-	1,822,249	970,094
	<u>2,824,687</u>	<u>2,636,240</u>	<u>3,046,064</u>	<u>2,439,550</u>
Due to Madrasah Aljunied*				
Balance at beginning of financial year	67,711	66,474	67,711	66,474
- Receipts during the financial year	305,277	310,215	305,277	310,215
- Administrative expenses	(6,244)	(6,492)	(6,244)	(6,492)
- Management fees	(35,884)	(36,447)	(35,884)	(36,447)
- Disbursement during the financial year	(266,720)	(266,039)	(266,720)	(266,039)
Balance at end of financial year	<u>64,140</u>	<u>67,711</u>	<u>64,140</u>	<u>67,711</u>
Due to Abdul Gafoor Mosque**				
Balance at beginning of financial year	5,497	5,733	5,497	5,733
- Receipts during the financial year	11,522	11,537	11,522	11,537
- Administrative expenses	(244)	(275)	(244)	(275)
- Management fees	(225)	(225)	(225)	(225)
- Disbursement during the financial year	(11,064)	(11,273)	(11,064)	(11,273)
Balance at end of financial year	<u>5,486</u>	<u>5,497</u>	<u>5,486</u>	<u>5,497</u>
	<u>3,048,632</u>	<u>2,734,168</u>	<u>3,137,438</u>	<u>2,520,310</u>
Total financial liabilities at amortised cost (excluding deferred income and GST payable)	<u>2,874,470</u>	<u>2,256,565</u>	<u>3,137,438</u>	<u>2,192,514</u>

18 TRADE AND OTHER PAYABLES *(Continued)*

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

Included in accrued operating expenses is accrual for bonus amounting to \$951,135 (2020: \$689,154) and \$205,993 (2020: \$313,110) for the Group and Company, respectively.

Deferred income refers to deferred grant income for the Jobs Support Scheme.

- * 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.

19 LEASE LIABILITIES

	GROUP		COMPANY	
	2021	2020	2021	2020
	\$	\$	\$	\$
Current				
Lease liabilities (Note 22)	262,519	143,742	45,604	24,979
Non-current				
Lease liabilities (Note 22)	400,550	80,823	59,365	55,008
	663,069	224,565	104,969	79,987

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

	1 July 2020	Cash flows	NON-CASH CHANGES			30 June 2021
			Additions	Accretion of Interests	Others	
	\$	\$	\$	\$	\$	\$
Lease liabilities						
– current	143,742	(266,459)	107,511	24,328	253,397	262,519
– non-current	80,823	–	582,246	–	(262,519)	400,550
	224,565	(266,459)	689,757	24,328	(9,122)	663,069

	1 July 2019	Cash flows	NON-CASH CHANGES			30 June 2020
			Additions	Accretion of Interests	Others	
	\$	\$	\$	\$	\$	\$
Lease liabilities						
– current	238,143	(253,835)	–	18,504	140,930	143,742
– non-current	224,565	–	–	–	(143,742)	80,823
	462,708	(253,835)	–	18,504	(2,812)	224,565

Lease liabilities are denominated in Singapore Dollar.

20 RESTRICTED FUNDS

GROUP AND COMPANY	DEDICATED CENTRE FOR MARRIAGES & DIVORCES	READY FOR SCHOOL FUND	TOTAL
	Operation Grant \$	Donations \$	\$
2021			
Balance at beginning of financial year	134,367	404,582	538,949
Incoming resources	683,923	530,347	1,214,270
Transfer from unrestricted fund	232,807	26,112	258,919
Expenditure	(780,977)	(431,316)	(1,212,293)
Balance at end of financial year	<u>270,120</u>	<u>529,725</u>	<u>799,845</u>
2020			
Balance at beginning of financial year	176,314	392,571	568,885
Effect of new requirement by the MSF	(134,276)	-	(134,276)
Incoming resources	658,599	402,695	1,061,294
Transfer from unrestricted fund	243,514	24,002	267,516
Expenditure	(809,784)	(414,686)	(1,224,470)
Balance at end of financial year	<u>134,367</u>	<u>404,582</u>	<u>538,949</u>

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”). In prior financial year, MSF changed its funding model from 50% of expenditure on manpower and 50% of other operating expenses to 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 new requirement by the MSF resulted in a decrease in opening balance of restricted funds and an increase in opening balance of unrestricted funds by \$134,276 at 1 July 2019.

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.

21 PROPERTY REVALUATION RESERVE

	GROUP AND COMPANY	
	2021	2020
	\$	\$
Balance at beginning of financial year	7,949,140	7,297,042
Revaluation surplus	-	652,098
Balance at end of financial year	<u>7,949,140</u>	<u>7,949,140</u>

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

22 LEASES

The Group has various lease contracts for office space, furniture and fittings, 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*

	Leasehold Property	Office Equipment	Total
	\$	\$	\$
At 1 July 2019	353,279	109,429	462,708
Charge for the financial year	(203,182)	(40,310)	(243,492)
At 30 June 2020	150,097	69,119	219,216
Additions	614,859	74,898	689,757
Charge for the financial year	(220,419)	(41,421)	(261,840)
At 30 June 2021	<u>544,537</u>	<u>102,596</u>	<u>647,133</u>

(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.

22 LEASES (Continued)

(c) Amounts recognised in profit or loss

	GROUP	
	2021	2020
	\$	\$
Depreciation of right-of-use assets	261,840	243,492
Interest expense on lease liabilities (Note 19)	24,328	18,504
Lease expense not capitalised in lease liabilities:		
– Expense relating to short-term leases (included in administrative and other expenses)	704,867	726,372
Total amount recognised in profit or loss	<u>991,035</u>	<u>988,368</u>

(d) Total cash outflow

The Group had total cash outflows for leases of \$971,326 (2020: \$980,207).

23 FUND RAISING AND SPONSORSHIP EXPENSES

The Company's total fund raising and sponsorship expenses is \$337,556 (2020: \$362,938) which is less than 30% of the total gross receipts from fund raising and sponsorships of \$3,791,801 (2020: \$2,738,826) 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).

The Group 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.

Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from cash and cash equivalents, trade and other receivables (excluding prepayments and GST receivable) and contract assets.

The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The 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 increase in credit risk on an ongoing basis throughout each reporting period.

24 FINANCIAL INSTRUMENTS *(Continued)*

(a) *Financial risk management (Continued)*

Credit risk (Continued)

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.

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.

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)
Performing	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
In default	Amount is >1 year past due or there is evidence indicating the asset is credit-impaired (in default).	Lifetime ECL – credit-impaired
Write-off	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

24 FINANCIAL INSTRUMENTS (Continued)

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

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

	Note	Category	ECL	Gross Carrying amount \$	Loss allowance \$	Net carrying amount \$
30 JUNE 2021						
Trade receivables	13	Performing (Note A)	Lifetime ECL (Simplified)	2,184,782	–	2,184,782
Contract assets	5	Performing (Note A)	Lifetime ECL (Simplified)	798,270	–	798,270
Other receivables (excluding prepayments and GST receivable)	13	Performing (Note B)	12-month ECL	538,926	–	538,926
				3,521,978	–	3,521,978
30 JUNE 2020						
Trade receivables	13	Performing (Note A)	Lifetime ECL (Simplified)	1,508,100	–	1,508,100
Contract assets	5	Performing (Note A)	Lifetime ECL (Simplified)	780,912	–	780,912
Other receivables (excluding prepayments and GST receivable)	13	Performing (Note B)	12-month ECL	1,134,442	–	1,134,442
				3,423,454	–	3,423,454

24 FINANCIAL INSTRUMENTS (Continued)

(a) *Financial risk management (Continued)*

Credit risk (Continued)

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 contract assets relate to the Group's right to consideration for service period completed or satisfaction of performance obligations but not yet billed at reporting date, which have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. The Group determines the ECL by using a provision matrix, estimated based on historical credit loss experience based 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 contract assets is presented based on their past due status in terms of the provision matrix.

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.

24 FINANCIAL INSTRUMENTS (Continued)

(a) Financial risk management (Continued)

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

To manage liquidity risk, the Group monitors its net operating cash flow and maintains an adequate level of cash and cash equivalents.

Analysis of financial instruments by remaining contractual liabilities

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

2021	Carrying amount	Contractual cash flows	One year or less	More than one year
	\$	\$	\$	\$
Financial assets				
Cash and cash equivalents (Note 11)	10,261,029	10,261,029	10,261,029	–
Fixed deposits (Note 12)	1,550,441	1,550,441	1,550,441	–
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	2,723,708	2,723,708	2,723,708	–
Investment securities (Note 17)	385,040	385,040	–	385,040
Total undiscounted financial assets	<u>14,920,218</u>	<u>14,920,218</u>	<u>14,535,178</u>	<u>385,040</u>
Financial liabilities				
Trade and other payables (excluding deferred income and GST payable) (Note 18)	2,874,470	2,874,470	2,874,470	–
Lease liabilities (Note 19)	663,069	663,069	262,519	400,550
Total undiscounted financial liabilities	<u>3,537,539</u>	<u>3,537,539</u>	<u>3,136,989</u>	<u>400,550</u>
Total net undiscounted financial assets (liabilities)	<u>11,382,679</u>	<u>11,382,679</u>	<u>11,398,189</u>	<u>(15,510)</u>

24 FINANCIAL INSTRUMENTS (Continued)

(a) Financial risk management (Continued)

Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual liabilities (Continued)

2020	Carrying amount \$	Contractual cash flows \$	One year or less \$	More than one year \$
Financial assets				
Cash and cash equivalents (Note 11)	6,406,915	6,406,915	6,406,915	–
Fixed deposits (Note 12)	2,050,441	2,050,441	2,050,441	–
Trade and other receivables (excluding prepayments and GST receivable) (Note 13)	2,642,542	2,642,542	2,642,542	–
Investment securities (Note 17)	339,186	339,186	–	339,186
Total undiscounted financial assets	<u>11,439,084</u>	<u>11,439,084</u>	<u>11,099,898</u>	<u>339,186</u>
Financial liabilities				
Trade and other payables (excluding deferred income and GST payable) (Note 18)	2,256,565	2,256,565	2,256,565	–
Lease liabilities (Note 19)	224,565	224,565	143,742	80,823
Total undiscounted financial liabilities	<u>2,481,130</u>	<u>2,481,130</u>	<u>2,400,307</u>	<u>80,823</u>
Total net undiscounted financial assets	<u>8,957,954</u>	<u>8,957,954</u>	<u>8,699,591</u>	<u>258,363</u>

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 periodically reviews its financial instruments and monitors interest rate fluctuations to ensure the exposure to interest rate risk is within acceptable level.

Sensitivity analysis for interest rate risk

At the end of the reporting period, if the interest had been 100 basis points higher/lower with all other variables held constant, the Group and the Company's net income would have been \$15,504 and \$15,504 (2020: \$20,504 and \$20,504), respectively, higher/lower arising mainly as a result of a higher/lower interest income on fixed deposits.

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 investment securities which the carrying amount have been adjusted to its fair value (Note 17).

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 \$385,039 (2020: \$339,185) are classified as level 1.

The fair value of freehold property amounting to \$6,400,000 (2020: \$6,400,000) 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 \$652,098 for the financial year ended 30 June 2020 was recognised in other comprehensive income.

Significant unobservable valuation input:

Price per square metre - \$11,722

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 2021 and 30 June 2020.

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 2021 and 30 June 2020.

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.

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, Chapter 37.

27 EVENTS OCCURRING AFTER THE REPORTING PERIOD

(a) *Sale of freehold property*

On 28 July 2021, an Extraordinary General Meeting was convened with motion carried to proceed with the sale of the Group's freehold property located at 150 Changi Road, #04-06, Guthrie Building, Singapore 419973.

The Group had separately appointed Knight Frank Pte Ltd as its exclusive marketing agent and Quantum Law Corporation as its legal representative in the sale of unit #04-06 on 9 June 2021 and 7 August 2021 respectively.

On 23 August 2021, the Group received the exercised option to purchase for unit #04-06 from Khor Law LLC. The sale is expected to be completed by 1 November 2021.

(b) *Transfer of operations, assets and liabilities to Kidz Meadow Childcare & Development Centre Limited*

During the financial year, the Company was re-appointed as a Childcare Partner Operator ("C-POP") under the C-POP 2.0 scheme for the period from 1 January 2021 to 31 December 2025. As part of the re-appointment, the regulatory authority, Early Childhood Development Agency has required the Company to set up a separate entity for the childcare operations to enable better accountability for the utilisation of the grants received.

On 29 April 2021, Kidz Meadow Childcare & Development Centre Limited ("KMCDC"), a company limited by guarantee was incorporated to take over the childcare operations, which were managed by the Mercu Learning Point Pte Ltd ("Mercu").

Currently, all 3 directors and members of KMCDC are also board members of the Company.

The operations, assets and liabilities of the Mercu relating to the childcare were transferred to KMCDC effective from 1 July 2021. The transfer of the childcare centre's licences, lease agreements, other assets and liabilities are expected to be completed by 31 December 2021.

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REDEFINING LIMITS - AN ORAL HISTORY PROJECT

To mark our 30th anniversary, we commissioned an oral history project this year featuring nine individuals who had played a significant role in the history of AMP, including the formation of AMP and its two subsidiaries and in the introduction of key and significant programmes by AMP. The project features interviews with Dr Ab Razak Chanbasha, Mr Abdul Hamid Abdullah, Mr Darke Sani, Assoc Prof Hussin Mutalib, Mr Mohd Alami Musa, Mr Mohd Anuar Yusop, Mr Yang Razali Kassim, and Mr Yusof Sulaiman, as well as Mdm Zaleha Ahmad, who was among those who oversaw the social services division in its early years.

To catch snippets of the interviews, you can visit AMP's YouTube channel or scan the QR code below:





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