Company Registration No: 199904873Z
Charity Registration No: 01484
IPC No: 000155

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

DIRECTORS' STATEMENT AND FINANCIAL STATEMENTS

31 MARCH 2026

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

31 MARCH 2026

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ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

The directors are pleased to present their statement to the members together with the audited financial statements of St Luke's ElderCare Ltd. (the "Company") for the financial year ended 31 March 2026.

In the opinion of the directors,

(a) the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2026 and of the results and cash flows of the Company for the year then ended; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

1 Directors

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

Ho Yew Kee	Chairman
Ho Kuen Loon	Honorary Treasurer
Neo Boon Siong	
Hsiao Ginger	
Yeong Zee Kin	
Choo Eng Beng	
Foong Daw Ching	
Lim Ai Ling	
Wong King Yoong	
Wong Siu Hong Alfred	
Lee Chien Earn	
Chua Song Khim	
Chan Hock Cheng Anna	(Appointed on 25 August 2025)

2 Directors' Interest in Shares, Debentures, Dividends and Share Options

The Company is limited by guarantee and does not have a share capital. All matters relating to the issue of shares, debentures, dividends and share options are thus not applicable.

3 Conflict of Interest

Statement of Purpose and Authority

Pursuant to the Code of Governance for Charities and Institutions of a Public Character (IPCs), the Board has established a policy on the avoidance of conflict of interest for the Company.

3 **Conflict of Interest** (cont'd)

Statement of Purpose and Authority (cont'd)

The Company's basic policy on avoidance of conflict of interest rests on three premises:

a. Understanding what is a 'Conflict of Interest';
b. Declaration of Conflict of Interest; and
c. Abstention from decision making where Conflict of Interest has been declared or exists.

Definition of 'Conflict of Interest'

An operational definition of conflict of interest is when an individual is aware of "any interest in a transaction or arrangement that will affect his/her professional judgment to obtain the best value for the Company or to protect the interests of the Company".

Some of the more obvious conflicts of interest relate to:

- Procurement of goods or services (Contract with vendors);
- Hiring and personnel management pertaining to a close relationship with current board/committee members or decision makers;
- Provision of services or subsidies;
- Vested interest in other organisations that have dealings/relationships with the Company;
- Interest in joint ventures; and
- Major donors or representatives from major donors.

All key staff and directors must acknowledge that they understand the definition of 'Conflict of Interests' as above and they acknowledge that they will subscribe to the 'Avoidance of Conflict of Interest Policy' of the Company. This includes a declaration whenever there is a conflict or potential conflict and the individual will abstain from all decisions regarding that conflict of interest.

At the beginning of each financial year, the acknowledgement of the 'Conflict of Interest' notice is served to individuals and the 'Declaration of Conflict of Interest' notice at the end of each financial year. Members must declare the existence of a conflict of interest as soon as the individual becomes aware of the situation. To aid the members in discharging their responsibility in relation to the existence of a possible conflict of interest, members are required to declare their membership or significant involvement or interests in organisations that may pose a possible conflict of interest to the Company.

Abstention from Decision Making

Once an individual is aware of the existence of a conflict of interest, he/she must abstain from the decision making process pertaining to the possible conflict of interest. This means the individual should not influence the decision process. This does not necessarily prevent the individual from providing relevant and expert knowledge on the issue or participate in the discussion but he/she should only do so with wisdom so as not to influence the decision.

4 Reserve Policy

The principal activity of the Company is to establish, carry on and deliver a full range of integrated services and programmes including maintenance day care, nursing home, day rehabilitation programmes such as physiotherapy and occupational therapy, dementia care, nursing care, respite care and wellness programmes for the care of elderly persons.

The Board has established a reserve policy ("Reserve Policy") for the Company. In setting the Reserve Policy, the Board feels that it is more reasonable to use net liquid assets available to meet expenditure obligations as a reserve measurement instead of unrestricted funds as some of these unrestricted funds may not represent cash or cash equivalent or liquid assets which can be used to meet its expenditure obligations. Net liquid assets (unrestricted) available to meet expenditure obligations (unrestricted) is calculated as total of investments in financial assets (unrestricted) and total current assets (unrestricted) less total current liabilities (unrestricted). The reserves of the Company provide financial stability and the means for the development of its operations and activities. The Company intends to maintain the reserves at a level sufficient for its operating needs and the Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfil its continuing obligations. There are no changes to the reserve policy during the financial years ended 31 March 2026 and 2025.

5 Independent Auditors

The independent auditors, Moore Stephens LLP, have expressed their willingness to accept re-appointment as auditors.

On behalf of the Board of Directors

....
HO YEW KEE
Director

....
HO KUEN LOON
Director

Singapore
31 July 2026

MOORE

MOORE STEPHENS LLP
CHARTERED ACCOUNTANTS OF SINGAPORE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of St Luke's ElderCare Ltd. (the "Company"), which comprise the balance sheet as at 31 March 2026, the statement of financial activities and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Singapore Charities Act and Regulations") and Charities Accounting Standard ("CAS") so as to give a true and fair view of the financial position of the Company as at 31 March 2026 and of the financial performance and cash flows of the Company for the 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 Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Directors' Statement.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

(cont'd)

Responsibilities of Management and Those Charged with Governance 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 Singapore Charities Act and Regulations and CAS, 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 Company'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 Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the directors and their governing board. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. 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 Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

(cont'd)

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

- 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 Company'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 Company 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.

We communicate with those charged with governance 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 to be kept by the Company have been properly kept in accordance with the provisions of the Act, and the Singapore Charities Act and Regulations.

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

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

(b) the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Chong Jia Yun, Michelle.

Moore Stephens LLP
Public Accountants and
Chartered Accountants

Singapore
31 July 2026

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

1 April 2025 to 31 March 2026

	Note	Unrestricted Funds S$	Restricted Funds S$	Total 2026 S$	Total 2025 S$
INCOME					
Income from generated funds:					
Voluntary income	4	5,004,467	8,667,308	13,671,775	16,332,278
Activities for generating funds	5	1,982,297	-	1,982,297	2,967,425
Investment income	6	338,861	-	338,861	833,890
Income from charitable activities	7	91,037,300	4,315,326	95,352,626	77,192,024
Other income	6	357,371	-	357,371	400,181
Total income		98,720,296	12,982,634	111,702,930	97,725,798
LESS: EXPENDITURES					
Costs of generating funds:					
Voluntary income	8	417,352	-	417,352	582,489
Fundraising activities	8	180,408	-	180,408	295,373
Charitable activities	9	91,358,114	6,147,126	97,505,240	76,305,899
Governance costs	10	3,431,462	108,420	3,539,882	2,526,507
Total expenditures		95,387,336	6,255,546	101,642,882	79,710,268
Net income before tax expense		3,332,960	6,727,088	10,060,048	18,015,530
Tax expense	12	-	-	-	-
Net income		3,332,960	6,727,088	10,060,048	18,015,530
Gross transfers between funds					
Gross transfers (to) funds		(34,572,385)	(2,465,243)	(37,037,628)	(4,129,492)
Gross transfers from funds		34,761,977	2,275,651	37,037,628	4,129,492
	20, 21	189,592	(189,592)	-	-
Net income after funds transfer		3,522,552	6,537,496	10,060,048	18,015,530
Reconciliation of funds					
Total funds brought forward		56,730,854	25,976,993	82,707,847	67,582,319
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities	13	-	(3,298,877)	(3,298,877)	(2,890,002)
Total funds carried forward		60,253,406	29,215,612	89,469,018	82,707,847

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

BALANCE SHEET

AS AT 31 MARCH 2026

	Note	2026 S$	2025 S$
Non-Current Assets			
Property, plant and equipment	13	13,970,126	15,049,388
Investment property	14	2,312,870	2,370,096
Investments in financial assets	15	5,370,772	4,780,393
		21,653,768	22,199,877
Current Assets			
Inventories, at cost		97,798	40,250
Trade and other receivables	16	27,006,151	22,246,147
Cash and cash equivalents	17	65,703,659	52,402,926
		92,807,608	74,689,323
Less: Current Liabilities			
Other payables and accruals	18	24,132,758	13,366,753
Provisions for liabilities and charges	19	859,600	814,600
		24,992,358	14,181,353
Net Current Assets		67,815,250	60,507,970
Total Assets Less Total Liabilities		89,469,018	82,707,847
Funds of Charity			
Unrestricted Funds			
Unrestricted income funds	20	13,881,865	46,252,887
Designated funds	20	46,371,541	10,477,967
		60,253,406	56,730,854
Restricted Funds			
Restricted income funds	21	29,215,612	25,976,993
Total Charity Funds		89,469,018	82,707,847

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	2026 S$	2025 S$
Cash Flows from Operating Activities			
Net income before tax expense		10,060,048	18,015,530
Adjustments for:			
Depreciation of property, plant and equipment	13	5,384,788	4,477,427
Depreciation of investment property	14	57,226	57,226
Interest income	6	(308,944)	(610,948)
Dividend income	6	(40,207)	(187,490)
Amortisation of property, plant and equipment fund	13	(2,277,351)	(1,948,514)
Amortisation of Community Silver Trust capital grant	13	(850,767)	(778,942)
Amortisation of Active Ageing Centre / Active Ageing Centre (Care) fund	13	(67,619)	(67,621)
Amortisation of Innovation capital fund	13	(103,140)	(94,925)
Bad debts on trade receivables written off	9	849	28
Impairment loss on trade receivables	9	25,864	-
Loss on disposal of property, plant and equipment	6	9,553	1,177
Property, plant and equipment written off		91,773	59,158
Impairment loss/(Reversal of impairment loss) on investment in financial assets	6	31,929	(35,452)
Gain on disposal of investments in financial assets	6	(21,639)	-
Funds received for property, plant and equipment fund	4	(3,060,193)	(3,593,933)
Funds received for Medifund	4	(1,230,200)	(149,600)
Operating cash flows before changes in working capital		7,701,970	15,143,121
Inventories		(57,548)	694
Trade and other receivables		(7,518,626)	(5,443,801)
Other payables and accruals		10,766,005	3,327,952
Net cash flows generated from operating activities		10,891,801	13,027,966
Cash Flows from Investing Activities			
Acquisition of property, plant and equipment		(4,361,852)	(5,519,748)
Additions to investment in financial assets		(5,079,009)	-
Proceeds from disposal of investment in financial assets		4,478,340	-
Interest received		360,782	637,780
Dividend received		40,207	187,490
Fixed deposits pledged with banks/maturity more than three months		(288,491)	(489,322)
Net cash flows used in investing activities		(4,850,023)	(5,183,800)
Cash Flows from Financing Activities			
Funds received for property, plant and equipment fund		3,060,193	3,593,933
Funds received for Medifund		1,230,200	149,600
Funds received for Community Silver Trust fund		2,680,071	2,866,723
Net cash flows generated from financing activities		6,970,464	6,610,256
Net increase in cash and cash equivalents		13,012,242	14,454,422
Cash and cash equivalents at the beginning of the year		36,562,916	22,108,494
Cash and cash equivalents at the end of the year	17	49,575,158	36,562,916

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

STATEMENT OF FINANCIAL ACTIVITIES - SUPPLEMENTARY SCHEDULES
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

		Unrestricted Funds					Restricted Funds								
			← Designated funds →												
1 April 2025 to 31 March 2026	Note	Unrestricted income fund S$	Assets replacement fund S$	Community Transformation fund S$	Building fund S$	Sub-total S$	Property, plant and equipment fund S$	Client welfare fund S$	Community Silver Trust fund S$	Community Silver Trust capital grant S$	Active Ageing Centre / Active Ageing Centre (Care) fund S$	Active Ageing Centre / Active Ageing Centre (Care) capital fund S$	Innovation fund S$	Innovation capital fund S$	Medifund S$
INCOME															
Income from generated funds:															
Voluntary income	4	1,647,884	-	3,356,583	-	5,004,467	3,060,193	-	4,368,265	-	-	-	-	-	1,230,200
Activities for generating funds	5	1,982,297	-	-	-	1,982,297	-	-	-	-	-	-	-	-	-
Investment income	6	330,562	8,299	-	-	338,861	-	-	-	-	-	-	-	-	-
Income from charitable activities	7	91,037,300	-	-	-	91,037,300	-	-	-	-	4,315,326	-	-	-	-
Other income	6	357,371	-	-	-	357,371	-	-	-	-	-	-	-	-	-
Total income		95,355,414	8,299	3,356,583	-	98,720,296	3,060,193	-	4,368,265	-	4,315,326	-	-	-	1,230,200
LESS: EXPENDITURES															
Costs of generating funds:															
Voluntary income	8	170,352	-	247,000	-	417,352	-	-	-	-	-	-	-	-	-
Fundraising activities	8	180,408	-	-	-	180,408	-	-	-	-	-	-	-	-	-
Charitable activities	9	91,358,114	-	-	-	91,358,114	-	393,457	824,121	-	4,315,326	-	60,492	-	486,778
Governance costs	10	3,431,462	-	-	-	3,431,462	-	-	93,297	-	-	-	15,123	-	-
Total expenditures		95,140,336	-	247,000	-	95,387,336	-	393,457	917,418	-	4,315,326	-	75,615	-	486,778
Net income/(expenditures) before tax expense		215,078	8,299	3,109,583	-	3,332,960	3,060,193	(393,457)	3,450,847	-	-	-	(75,615)	-	743,422
Tax expense	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net income/(expenditures)		215,078	8,299	3,109,583	-	3,332,960	3,060,193	(393,457)	3,450,847	-	-	-	(75,615)	-	743,422
Gross transfers between funds															
Gross transfers (to) funds		(34,572,385)	-	-	-	(34,572,385)	-	-	(2,261,936)	-	-	-	(203,307)	-	-
Gross transfers from funds		1,986,285	5,000,000	7,775,692	20,000,000	34,761,977	-	1,000,000	-	275,651	-	-	-	-	-
	20, 21	(32,586,100)	5,000,000	7,775,692	20,000,000	189,592	-	1,000,000	(2,261,936)	275,651	-	-	(203,307)	-	-
Net (expenditures)/income after funds transfer		(32,371,022)	5,008,299	10,885,275	20,000,000	3,522,552	3,060,193	606,543	1,188,911	275,651	-	-	(278,922)	-	743,422
Reconciliation of funds															
Total funds brought forward		46,252,887	10,477,967	-	-	56,730,854	6,291,268	1,000,000	15,361,680	1,859,191	-	147,247	278,922	372,335	142,532
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities	13	-	-	-	-	-	(2,277,351)	-	-	(850,767)	-	(67,619)	-	(103,140)	-
Total funds carried forward		13,881,865	15,486,266	10,885,275	20,000,000	60,253,406	7,074,110	1,606,543	16,550,591	1,284,075	-	79,628	-	269,195	885,954

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

STATEMENT OF FINANCIAL ACTIVITIES - SUPPLEMENTARY SCHEDULES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

(cont'd)

1 April 2025 to 31 March 2026 (cont'd)	Note	Restricted Funds: Wound care fund S$	Restricted Funds: Sub-total S$	Total 2026 S$	Total 2025 S$
INCOME					
Income from generated funds:					
Voluntary income	4	8,650	8,667,308	13,671,775	16,332,278
Activities for generating funds	5	-	-	1,982,297	2,967,425
Investment income	6	-	-	338,861	833,890
Income from charitable activities	7	-	4,315,326	95,352,626	77,192,024
Other income	6	-	-	357,371	400,181
Total income		8,650	12,982,634	111,702,930	97,725,798
LESS: EXPENDITURES					
Costs of generating funds:					
Voluntary income	8	-	-	417,352	582,489
Fundraising activities	8	-	-	180,408	295,373
Charitable activities	9	66,952	6,147,126	97,505,240	76,305,899
Governance costs	10	-	108,420	3,539,882	2,526,507
Total expenditures		66,952	6,255,546	101,642,882	79,710,268
Net income/(expenditures) before tax expense		(58,302)	6,727,088	10,060,048	18,015,530
Tax expense	12	-	-	-	-
Net income/(expenditures)		(58,302)	6,727,088	10,060,048	18,015,530
Gross transfers between funds					
Gross transfers (to) funds		-	(2,465,243)	(37,037,628)	(4,129,492)
Gross transfers from funds		1,000,000	2,275,651	37,037,628	4,129,492
	20, 21	1,000,000	(189,592)	-	-
Net (expenditures)/income after funds transfer		941,698	6,537,496	10,060,048	18,015,530
Reconciliation of funds					
Total funds brought forward		523,818	25,976,993	82,707,847	67,582,319
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities	13	-	(3,298,877)	(3,298,877)	(2,890,002)
Total funds carried forward		1,465,516	29,215,612	89,469,018	82,707,847

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

STATEMENT OF FINANCIAL ACTIVITIES - SUPPLEMENTARY SCHEDULES
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

(cont'd)

1 April 2024 to 31 March 2025	Note	Unrestricted Funds: Unrestricted income fund S$	Designated fund - Assets replacement fund S$	Sub-total S$	Restricted Funds: Property, plant and equipment fund S$	Client welfare fund S$	Community Silver Trust fund S$	Community Silver Trust capital grant S$	Active Ageing Centre / Active Ageing Centre (Care) fund S$	Active Ageing Centre / Active Ageing Centre (Care) capital fund S$	Innovation fund S$	Innovation capital fund S$	Medifund S$	Wound care fund S$	Sub-total S$
INCOME															
Income from generated funds:															
Voluntary income	4	7,772,251	-	7,772,251	3,593,933	-	4,816,494	-	-	-	-	-	149,600	-	8,560,027
Activities for generating funds	5	2,967,425	-	2,967,425	-	-	-	-	-	-	-	-	-	-	-
Investment income	6	819,174	14,716	833,890	-	-	-	-	-	-	-	-	-	-	-
Income from charitable activities	7	73,450,084	-	73,450,084	-	-	-	-	3,741,940	-	-	-	-	-	3,741,940
Other income	6	400,181	-	400,181	-	-	-	-	-	-	-	-	-	-	-
Total income		85,409,115	14,716	85,423,831	3,593,933	-	4,816,494	-	3,741,940	-	-	-	149,600	-	12,301,967
LESS: EXPENDITURES															
Costs of generating funds:															
Voluntary income	8	582,489	-	582,489	-	-	-	-	-	-	-	-	-	-	-
Fundraising activities	8	295,373	-	295,373	-	-	-	-	-	-	-	-	-	-	-
Charitable activities	9	71,606,668	-	71,606,668	-	203,763	866,505	-	3,510,242	-	6,062	-	112,659	-	4,699,231
Governance costs	10	2,230,211	-	2,230,211	-	-	86,688	-	208,278	-	1,330	-	-	-	296,296
Total expenditures		74,714,741	-	74,714,741	-	203,763	953,193	-	3,718,520	-	7,392	-	112,659	-	4,995,527
Net income/(expenditures) before tax expense		10,694,374	14,716	10,709,090	3,593,933	(203,763)	3,863,301	-	23,420	-	(7,392)	-	36,941	-	7,306,440
Tax expense	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net income/(expenditures)		10,694,374	14,716	10,709,090	3,593,933	(203,763)	3,863,301	-	23,420	-	(7,392)	-	36,941	-	7,306,440
Gross transfers between funds															
Gross transfers (to) funds		(1,537,922)	-	(1,537,922)	-	-	(2,170,393)	-	(214,868)	-	(206,309)	-	-	-	(2,591,570)
Gross transfers from funds		1,835,507	-	1,835,507	-	1,172,656	-	334,886	191,448	214,868	-	206,309	-	173,818	2,293,985
	20, 21	297,585	-	297,585	-	1,172,656	(2,170,393)	334,886	(23,420)	214,868	(206,309)	206,309	-	173,818	(297,585)
Net income/(expenditures) after funds transfer		10,991,959	14,716	11,006,675	3,593,933	968,893	1,692,908	334,886	-	214,868	(213,701)	206,309	36,941	173,818	7,008,855
Reconciliation of funds															
Total funds brought forward		35,260,928	10,463,251	45,724,179	4,645,849	31,107	13,668,772	2,303,247	-	-	492,623	260,951	105,591	350,000	21,858,140
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities	13	-	-	-	(1,948,514)	-	-	(778,942)	-	(67,621)	-	(94,925)	-	-	(2,890,002)
Total funds carried forward		46,252,887	10,477,967	56,730,854	6,291,268	1,000,000	15,361,680	1,859,191	-	147,247	278,922	372,335	142,532	523,818	25,976,993

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

STATEMENT OF FINANCIAL ACTIVITIES - SUPPLEMENTARY SCHEDULES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

(cont'd)

1 April 2024 to 31 March 2025 (cont'd)	Note	Total 2025 S$	Total 2024 S$
INCOME			
Income from generated funds:			
Voluntary income	4	16,332,278	11,755,576
Activities for generating funds	5	2,967,425	2,168,992
Investment income	6	833,890	897,811
Income from charitable activities	7	77,192,024	61,865,831
Other income	6	400,181	145,931
Total income		97,725,798	76,834,141
LESS: EXPENDITURES			
Costs of generating funds:			
Voluntary income	8	582,489	645,941
Fundraising activities	8	295,373	171,064
Charitable activities	9	76,305,899	66,032,322
Governance costs	10	2,526,507	1,983,652
Total expenditures		79,710,268	68,832,979
Net income/(expenditures) before tax expense		18,015,530	8,001,162
Tax expense	12	-	-
Net income/(expenditures)		18,015,530	8,001,162
Gross transfers between funds			
Gross transfers (to) funds		(4,129,492)	(14,922,277)
Gross transfers from funds		4,129,492	14,922,277
	20, 21	-	-
Net income/(expenditures) after funds transfer		18,015,530	8,001,162
Reconciliation of funds			
Total funds brought forward		67,582,319	61,945,789
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities	13	(2,890,002)	(2,364,632)
Total funds carried forward		82,707,847	67,582,319

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

BALANCE SHEET - SUPPLEMENTARY SCHEDULES AS AT 31 MARCH 2026

	Unrestricted Funds					Restricted Funds					
		← Designated funds		→							
2026	Unrestricted income fund S$	Asset replacement fund S$	Community Transformation fund S$	Building fund S$	Sub-total S$	Property, plant and equipment fund S$	Client welfare fund S$	Community Silver Trust fund S$	Community Silver Trust capital grant S$	Active Ageing Centre / Active Ageing Centre (Care) fund S$	Active Ageing Centre / Active Ageing Centre (Care) capital fund S$
Non-Current Assets											
Property, plant and equipment	5,263,118	-	-	-	5,263,118	7,074,110	-	-	1,284,075	-	79,628
Investment property	2,312,870	-	-	-	2,312,870	-	-	-	-	-	-
Investments in financial assets	5,370,772	-	-	-	5,370,772	-	-	-	-	-	-
	12,946,760	-	-	-	12,946,760	7,074,110	-	-	1,284,075	-	79,628
Current Assets											
Inventories, at cost	97,798	-	-	-	97,798	-	-	-	-	-	-
Trade and other receivables	17,821,391	-	-	-	17,821,391	-	-	9,184,760	-	-	-
Cash and cash equivalents	3,036,828	15,486,266	10,885,275	20,000,000	49,408,369	-	1,606,543	7,365,831	-	4,971,446	-
	20,956,017	15,486,266	10,885,275	20,000,000	67,327,558	-	1,606,543	16,550,591	-	4,971,446	-
Less: Current Liabilities											
Other payables and accruals	19,161,312	-	-	-	19,161,312	-	-	-	-	4,971,446	-
Provisions for liabilities and charges	859,600	-	-	-	859,600	-	-	-	-	-	-
	20,020,912	-	-	-	20,020,912	-	-	-	-	4,971,446	-
Net Current Assets	935,105	15,486,266	10,885,275	20,000,000	47,306,646	-	1,606,543	16,550,591	-	-	-
Total Assets Less Total Liabilities	13,881,865	15,486,266	10,885,275	20,000,000	60,253,406	7,074,110	1,606,543	16,550,591	1,284,075	-	79,628

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

BALANCE SHEET - SUPPLEMENTARY SCHEDULES AS AT 31 MARCH 2026

(cont'd)

	Restricted Funds				
2026 (cont'd)	Innovation Capital fund S$	Medifund S$	Wound Care fund S$	Sub-total S$	Total S$
Non-Current Assets					
Property, plant and equipment	269,195	-	-	8,707,008	13,970,126
Investment property	-	-	-	-	2,312,870
Investments in financial assets	-	-	-	-	5,370,772
	269,195	-	-	8,707,008	21,653,768
Current Assets					
Inventories, at cost	-	-	-	-	97,798
Trade and other receivables	-	-	-	9,184,760	27,006,151
Cash and cash equivalents	-	885,954	1,465,516	16,295,290	65,703,659
	-	885,954	1,465,516	25,480,050	92,807,608
Less: Current Liabilities					
Other payables and accruals	-	-	-	4,971,446	24,132,758
Provisions for liabilities and charges	-	-	-	-	859,600
	-	-	-	4,971,446	24,992,358
Net Current Assets	-	885,954	1,465,516	20,508,604	67,815,250
Total Assets Less Total Liabilities	269,195	885,954	1,465,516	29,215,612	89,469,018

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

BALANCE SHEET - SUPPLEMENTARY SCHEDULES AS AT 31 MARCH 2025

(cont'd)

2025	Unrestricted Funds			Restricted Funds								
	Unrestricted income fund S$	Designated fund - Assets replacement fund S$	Sub-total S$	Property, plant and equipment fund S$	Client welfare fund S$	Community Silver Trust fund S$	Community Silver Trust capital grant S$	Active Ageing Centre / Active Ageing Centre (Care) fund S$	Active Ageing Centre / Active Ageing Centre (Care) capital fund S$	Innovation fund S$	Innovation capital fund S$	Medifund S$
Non-Current Assets												
Property, plant and equipment	6,379,347	-	6,379,347	6,291,268	-	-	1,859,191	-	147,247	-	372,335	-
Investment property	2,370,096	-	2,370,096	-	-	-	-	-	-	-	-	-
Investments in financial assets	4,780,393	-	4,780,393	-	-	-	-	-	-	-	-	-
	13,529,836	-	13,529,836	6,291,268	-	-	1,859,191	-	147,247	-	372,335	-
Current Assets												
Inventories, at cost	40,250	-	40,250	-	-	-	-	-	-	-	-	-
Trade and other receivables	13,098,822	-	13,098,822	-	-	9,147,325	-	-	-	-	-	-
Cash and cash equivalents	31,440,332	10,477,967	41,918,299	-	1,000,000	6,214,355	-	2,325,000	-	278,922	-	142,532
	44,579,404	10,477,967	55,057,371	-	1,000,000	15,361,680	-	2,325,000	-	278,922	-	142,532
Less: Current Liabilities												
Other payables and accruals	11,041,753	-	11,041,753	-	-	-	-	2,325,000	-	-	-	-
Provisions for liabilities and charges	814,600	-	814,600	-	-	-	-	-	-	-	-	-
	11,856,353	-	11,856,353	-	-	-	-	2,325,000	-	-	-	-
Net Current Assets	32,723,051	10,477,967	43,201,018	-	1,000,000	15,361,680	-	-	-	278,922	-	142,532
Total Assets Less Total Liabilities	46,252,887	10,477,967	56,730,854	6,291,268	1,000,000	15,361,680	1,859,191	-	147,247	278,922	372,335	142,532

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

ST LUKE'S ELDERCARE LTD.
(Incorporated in Singapore)

BALANCE SHEET - SUPPLEMENTARY SCHEDULES AS AT 31 MARCH 2025

(cont'd)

2025 (cont'd)	Restricted Funds		
	Wound care fund S$	Sub-total S$	Total S$
Non-Current Assets			
Property, plant and equipment	-	8,670,041	15,049,388
Investment property	-	-	2,370,096
Investments in financial assets	-	-	4,780,393
	-	8,670,041	22,199,877
Current Assets			
Inventories, at cost	-	-	40,250
Trade and other receivables	-	9,147,325	22,246,147
Cash and cash equivalents	523,818	10,484,627	52,402,926
	523,818	19,631,952	74,689,323
Less: Current Liabilities			
Other payables and accruals	-	2,325,000	13,366,753
Provisions for liabilities and charges	-	-	814,600
	-	2,325,000	14,181,353
Net Current Assets	523,818	17,306,952	60,507,970
Total Assets Less Total Liabilities	523,818	25,976,993	82,707,847

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

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

1 General Information

St Luke's ElderCare Ltd. (the "Company") is a public company limited by guarantee, incorporated and domiciled in Singapore. The Company's registered office and principal place of business is at 461 Clementi Road #04-11, Block A, SIM Headquarters, Singapore 599491.

The principal activity of the Company is to establish, carry on and deliver a full range of integrated services and programmes including maintenance day care, nursing home, day rehabilitation programmes such as physiotherapy and occupational therapy, dementia care, nursing care, respite care and wellness programmes for the care of elderly persons.

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of the Company on the date of the Directors' Statement.

2 Material Accounting Policies

(a) Basis of Preparation

The financial statements of the Company have been prepared in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Singapore Charities Act and Regulations") and Charities Accounting Standard ("CAS").

The accounting policies of the Company are consistent with the requirements of CAS and are applied consistently to similar transactions, other events and conditions. The financial statements have been prepared on the historical basis, except as disclosed in the accounting policies below.

2 **Material Accounting Policies** (cont'd)

(b) Foreign Currencies

Functional and Presentation Currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates (the "functional currency"). The financial statements are presented in Singapore Dollar ("S$"), which is the Company's functional currency, as it best reflects the economic substance of the underlying events and circumstances relevant to the Company.

Transactions and Balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Currency translation gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in net income or expenditure in the statement of financial activities.

(c) Fund Accounting

Monies received for specific purposes, including transfers from the general fund, are credited directly to the respective fund financial statements. These include restricted funds and unrestricted funds. Restricted funds are funds held by the Company that can only be applied for specific purposes. These funds are subject to specific trusts which may be declared by the donors or with their authority or created through legal process but are still within the wider objects of the Company. Unrestricted funds are expendable at the discretion of the Company's Board of Directors in furtherance of the Company's objects. Designated fund is part of the unrestricted funds earmarked for a particular project. The designation is for administrative purpose only and does not restrict the Board's discretion to apply the fund.

Income and expenditure relating to specific funds are accounted for directly in the funds to which they relate. Common expenses, if any, are allocated on a reasonable basis to the funds based on a method suitable to this common expense. Assets and liabilities of the specific funds are pooled in the balance sheet.

Funds received for specific purposes such as purchase of depreciable assets are taken to relevant restricted fund account. This relevant restricted fund will be reduced over the useful life of the asset in line with its depreciation.

If its use is unrestricted, the governing board members may consider creating a designated fund reflecting the value of the asset. Likewise, depreciation should be debited to the relevant designated funds where the asset is held, if this is the intention.

2 **Material Accounting Policies** (cont'd)

(d) Property, Plant and Equipment

Property, plant and equipment are initially stated at cost. Subsequently, property, plant and equipment are stated at cost less accumulated depreciation. The cost of an item of property, plant and equipment includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Irrecoverable GST allocated to property, plant and equipment and to other items shall be included in their cost where it meets the criteria for capitalisation and significance. The projected cost of dismantlement, removal or restoration is also included as part of the cost of property, plant and equipment if the obligation for the dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset. The cost of an item of property, plant and equipment is recognised as an asset if, and only if it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. When significant parts of property, plant and equipment are required to be replaced in intervals, the cost of replacing such an item when that cost is incurred is added to the carrying amount of the item if the recognition criteria are met. The cost of day to day servicing of an item of property, plant and equipment is recognised as expenditure in the statement of financial activities in the period in which the costs are incurred. Property, plant and equipment shall not be revalued and are not required to be assessed for impairment.

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

Leasehold properties (tenure: 999 years)	- 50 years
Fixtures and fittings	- 5 years
Furniture	- 5 years
Equipment	- 5 years
Motor vehicles	- 5 years
Computers	- 3 years

No depreciation is provided on work in progress.

The depreciation charge for each period is recognised as expenditure in the statement of financial activities unless another section of the CAS requires it to be included in the carrying amount of another asset. The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed and adjusted, as appropriate, at each balance sheet date. The effects of any revisions are recognised in the statement of financial activities for the financial year in which the changes arise. The carrying amount of the property, plant and equipment at the date of revision or changes is depreciated over the revised remaining useful lives.

2 **Material Accounting Policies** (cont'd)

(e) Investment Property

Investment property is held to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

The Company measures investment property at its cost at initial recognition. The cost of a purchased investment property comprises its purchase price and any directly attributable costs such as legal and brokerage fees, property transfer taxes and other transaction costs. Subsequent to initial recognition, investment property is measured at cost less accumulated depreciation and accumulated impairment losses. Investment property shall not be revalued or measured at fair value subsequent to initial recognition. Day-to-day servicing costs of an investment property is recognised as expenditure in the Statement of Financial Activities in the period in which the costs are incurred.

Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful lives of 50 years. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are included in the Statement of Financial Activities when the changes arise.

If the recoverable amount of an investment property is less than its carrying amount, the carrying amount of the investment property is reduced to its recoverable amount and recognised as an impairment loss in the Statement of Financial Activities. The Company accesses at each reporting date whether there is any indication that an investment property may be impaired. If any such indication exists, the Company shall estimate the recoverable amount of the investment property.

(f) Inventories

Inventories comprising of medical consumables are stated at lower of cost and net realisable value. Cost is determined on a First In, First Out basis. The net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

(g) Investments in Financial Assets

Investments in financial assets are investments in debts, bonds and equity instruments which are recognised when it becomes a party to the contractual provisions of the instrument. They are included in non-current assets unless management holds the assets primarily for the purpose of trading or expects to realise the assets the assets within twelve months after the reporting date.

Investments in financial assets are initially recognised at the transactions price excluding transaction cost, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred after initial measurement. Investments in financial assets are subsequently measured at cost less any accumulated impairment losses. Investments in financial assets shall not be measured at fair value subsequent to initial recognition.

2 **Material Accounting Policies** (cont'd)

(h) Trade and Other Receivables

Trade and other receivables excluding prepayments and advances are initially recognised at their transaction price, excluding transaction costs, if any. Transactions costs are recognised as expenditure in the statement of financial activities as incurred. Prepayments and advances are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, trade and other receivables excluding prepayments and advances are subsequently measured at cost less any accumulated impairment losses. Prepayments and advances are subsequently measured at the amount paid less the economic resources received or consumed during the financial year.

Financial assets (consisting of cash and cash equivalents, and trade and other receivables excluding prepayments and advances), are derecognised when the contractual rights to receive cash flows from the assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. On derecognition of financial assets in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in the statement of financial activities.

(i) Impairment of Financial Assets

The Company assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired and recognises an impairment loss (i.e. expenditure) immediately in the statement of financial activities when such evidence exists.

An allowance for impairment is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.

To determine whether there is objective evidence that an impairment loss has been incurred, the Company considers assessable data that come to the attention of the Company.

In the case of trade and other receivables, the amount of impairment loss is the difference between the financial asset's carrying amount and the undiscounted future cash flows, excluding unearned interest of interest-bearing assets that the Company expects to receive from the assets.

For an equity investment, the impairment loss is the difference between the carrying amount of the investment and the best estimate (which will necessarily be an approximation) of the amount (which might be zero) that the Company would receive for the investment if it was to be sold at the reporting date. For all other financial assets, the impairment loss is the difference between the carrying amount of the financial asset and undiscounted future cash flows (excluding unearned interest in the case of an interest-bearing financial asset) that the charity expects to receive from the financial asset.

The recognised impairment loss is subsequently reversed if the amount of the impairment loss decreases and the decrease is related objectively to an event occurring after the impairment is recognised. The reversal shall not result in a carrying amount of the financial assets, net of any allowance account that exceeds what the carrying amount would have been had the impairment not previously been recognised. The reversal of impairment loss is recognised in the statement of financial activities.

2 Material Accounting Policies (cont'd)

(j) Provisions for Liabilities and Charges

A provision is recognised only when a present obligation (legal or constructive) exists as a result of a past event, it is probable (i.e. more likely than not) that a transfer of economic benefits in settlement will be required, and the amount of the obligation can be estimated reliably. The amount of provision recognised is the best estimate of the expenditure required to settle the obligation at the reporting date. The best estimate of the expenditure required to settle the obligation is the amount that the Company would rationally pay to settle the obligation at the reporting date or to transfer it to a third party.

Where some or all of the amount required to settle a provision may be reimbursed by another party (e.g. through an insurance claim), the reimbursement is recognised as a separate asset only when it is virtually certain to be received if the charity settles the obligation. The amount recognised for reimbursement will not exceed the amount of provision. In the Statement of Financial Activities, the expense relating to the provision may be presented net of the recovery. Gains from the expected disposal of assets is excluded from the measurement of a provision even if the expected disposal is closely linked to the event giving rise to the provision.

The Company reviews provisions at each reporting date and adjust them to reflect the current best estimate of the amount that would be required to settle the obligation at that reporting date. Any adjustments to the amounts previously recognised is recognised as expenditure in the Statement of Financial Activities unless the provision was originally recognised as part of the cost of an asset.

(k) Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at bank and fixed deposits which are short term, highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. These include cash and cash equivalents held under restricted funds, the use of which is subject to the relevant restricted funds' operating terms.

(l) Financial Liabilities

Financial liabilities are recognised on the balance sheet when, and only when the Company becomes a party to the contractual provisions of the financial instrument. The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or expired.

(m) Other Payables

Other payables excluding accruals are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

2 **Material Accounting Policies** (cont'd)

(n) Income Recognition

Income including donations, gifts and grants that provide core funding or are of general nature are recognised when there is (a) entitlement (b) certainty and (c) sufficient reliability of measurement. Such income is only deferred when: the donor specifies that the grant of donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the Company has unconditional entitlement.

Donations

Donations and corporate cash sponsorships are accounted for as income when received, except for committed donations and corporate cash sponsorships that are recorded when the commitments are fulfilled.

Cash donations which are still in collection containers at public and other premises or are in transit to the Company are not recognised as income until they have been received by the Company. Donations are recognised on a receipt basis.

No value is ascribed to volunteer services, donated services, assets donated for continuing use or similar donations-in-kind, unless the benefit to the Company is reasonably quantifiable and measurable in which case an equivalent amount is recorded in expenditure, or capitalised as appropriate. Donations-in-kind received for continuing use are capitalised and included in the balance sheet at a reasonable estimate or in the event that it is not practicable to do so, a nominal value of S$1 is assigned to capitalise the useable assets.

Grants

Grants received to cover a particular expenditure or programme are accounted for as income upon receipt of notification of the grant award and when the criteria of entitlement, certainty and measurability are met. When conditions are attached, they must be fulfilled before the Company has unconditional entitlement to the income. The income is deferred as a liability where uncertainty exists as to whether the Company can meet the conditions and is recognised as income when there is sufficient evidence that the conditions imposed can be met.

Others

Items received which are donated for resale, distribution or consumption are not recorded when received as it is usually not practical to ascertain the value of the items involved.

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

Dividend income is recognised when the right to receive payment is established.

2 **Material Accounting Policies** (cont'd)

(o) Expenditure

All expenditures are accounted for on an accrual basis and have been classified under headings that aggregate all costs related to that activity.

Costs of Generating Funds

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

Charitable Activities

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

Governance Costs

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

The governance costs are apportioned based on the number of centres operated by the Company and on the basis of time incurred by the staffs.

Support Costs

Support costs are costs incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs do not in themselves constitute an activity; instead they enable output-creating activities to be undertaken. Support costs include office functions such as key and general management, information technology, human resources, and financing and these are apportioned to the relevant activity cost category they support.

Other Expenditure

Other expenditure includes the payment of any expenditure that the Company has not been able to analyse within the main expenditure categories.

2 **Material Accounting Policies** (cont'd)

(p) Employee Benefits

Defined Contribution Plans

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions such as the Central Provident Fund, and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. The Company's contributions to defined contribution plans are recognised in the financial year to which they relate.

Employee Leave Entitlements

Employee entitlements to annual leave and long service leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave and long-service leave as a result of services rendered by employees up to the balance sheet date.

(q) Operating Leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are taken to the statement of financial activities on a straight-line basis over the year of the lease. When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the year in which termination takes place.

(r) Income Tax

The Company is an approved charity under the Singapore Charities Act 1994 and an Institution of a Public Character under the Income Tax Act 1947. No provision for taxation has been made in the financial statements as the Company is a registered charity with income tax exemption.

3 Critical Accounting Estimates, Assumptions and Judgments

Estimates, assumptions and judgments are continually being evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Critical judgments made in applying accounting policies

The critical judgments that are expected to have a significant effect on the amounts recognised in the financial statements are discussed below.

Impairment of Trade and Other Receivables (excluding Prepayments and Advances)

The Company assesses at each balance sheet date whether there is objective evidence that trade and other receivables (excluding prepayments and advances) have been impaired. Provision for doubtful debts is calculated based on a review of the current status of existing receivables and historical collections experience. Such provision is adjusted periodically to reflect the actual and anticipated experience. During the financial year ended 31 March 2026, the Company wrote off certain bad debts on trade receivables of S$849 (2025: S$28) and recognised an impairment loss on trade receivables of S$25,864 (2025: Nil). The carrying amounts of the Company's trade receivables and other receivables as at 31 March 2026 amounted to S$409,749 (2025: S$113,505) and S$26,097,905 (2025: S$21,656,419) respectively.

Apportionment of Costs

In determining the apportionment of costs between the governance costs, charitable activities and fundraising activities categories, management has considered the materiality of the cost amounts involved and apportioned the costs based on the expenditure incurred directly in undertaking an activity, amount of time spent in an activity and the number of centres operated by the Company. Support costs incurred in supporting voluntary income generation were apportioned to the costs of generating funds – voluntary income category. Management has exercised their judgment and is satisfied that the bases for apportionment are appropriate to the cost concerned and to the Company's particular circumstances. The bases for apportionment adopted by the Company were consistent between financial periods.

During the financial year ended 31 March 2026, the Company had costs of generating funds amounting to S$597,760 (2025: S$877,862), costs of charitable activities amounting to S$97,505,240 (2025: S$76,305,899) and governance costs amounting to S$3,539,882 (2025: S$2,526,507).

4 Income from Generated Funds - Voluntary Income

	2026 S$	2025 S$
Unrestricted Funds:		
Donations - in cash	4,033,056	2,597,926
Total donations – unrestricted	4,033,056	2,597,926
Government grants:		
Others		
- Job growth incentive, manpower initiatives and other job-related funding	737,581	1,459,845
- Home care services and senior care centres services funding	233,830	3,714,480
Total grants – unrestricted	971,411	5,174,325
Total unrestricted funds	5,004,467	7,772,251
Restricted Funds:		
Donations - in cash:		
- Wound care fund	8,650	-
Total donations – restricted	8,650	-
Grants:		
- Property, plant and equipment fund	3,060,193	3,593,933
- Community Silver Trust fund	4,368,265	4,816,494
- Medifund	1,230,200	149,600
Total grants – restricted	8,658,658	8,560,027
Total restricted funds	8,667,308	8,560,027
Total income from generated funds – voluntary income	13,671,775	16,332,278

5 Income from Generated Funds - Activities for Generating Funds

	2026 S$	2025 S$
Unrestricted Funds:		
Fundraising:		
- Mailers [(1)]	922,699	1,030,425
- Gala dinner	-	1,013,887
- Book launch	8,970	10,069
- Hong Bao project	83,995	100,826
- Others	8,409	64,615
	1,024,073	2,219,822
Services:		
- Learning Academy	958,224	747,603
	958,224	747,603
Total income from generated funds – activities for generating funds	1,982,297	2,967,425

[(1)] Mailers comprise Christmas, Annual Giving, Chinese New Year and SingPost appeal mailers.

6 Income from Generated Funds - Investment Income and Other Income

	2026 S$	2025 S$
Income from Unrestricted Funds – Investment Income		
Unrestricted Funds:		
Dividend from investments in financial assets	40,207	187,490
Interest – Bank balances	308,944	610,948
(Impairment loss)/reversal of impairment loss on investments in financial assets	(31,929)	35,452
Gain on disposal of investments in financial assets	21,639	-
Total income from generated funds – investment income	338,861	833,890
Other Income		
Unrestricted Funds:		
Loss on disposal of property, plant and equipment	(9,553)	(1,177)
Training income and others	366,924	401,358
Total other income	357,371	400,181

During the financial year ended 31 March 2026, included in the interest income is an amount of S$8,299 (2025: S$14,716) allocated to Unrestricted fund – Asset Replacement Fund.

7 Income from Charitable Activities

	2026 S$	2025 S$
Unrestricted Funds:		
Service Fees:		
- Dementia care	5,848,506	5,855,068
- Daycare	4,206,514	4,436,513
- Physiotherapy	4,096,922	3,853,480
- Residence services for nursing homes	3,231,713	1,459,990
- Others	481,917	493,925
	17,865,572	16,098,976
Government subventions:		
- Transport funding	7,417,293	7,205,942
- Dementia care	16,906,931	12,836,681
- Daycare	12,326,022	10,177,975
- Physiotherapy	10,639,882	7,491,432
- Residence services for nursing homes	12,806,799	7,457,692
- Others	2,019,297	1,402,360
	62,116,224	46,572,082
Government grant:		
- Community Care Salary Enhancement grant	4,036,849	5,714,934
- Lease rental	3,660,690	2,677,756
- Community case management service	470,534	533,700
- Workforce development grant	11,974	25,646
- Community care senior management associate scheme	140,000	311,000
- InterRAI Transition Funding	180,000	-
- Transition grant	-	311,792
- Integrated Community Care Provider funding	759,346	-
- Integrated Home Health Funding	517,908	271,862
- One Rehabilitation Programme Funding	734,132	339,371
Other funding	544,071	592,965
	11,055,504	10,779,026
Total unrestricted funds	91,037,300	73,450,084
Restricted Funds:		
Grant:		
Active Ageing Centre / Active Ageing Centre (Care) fund	4,315,326	3,741,940
Total grant - restricted	4,315,326	3,741,940
Total income from charitable activities	95,352,626	77,192,024

8 Costs of Generating Funds

	2026 S$	2025 S$
Unrestricted Funds:		
Voluntary income		
Support costs: Salaries and related costs (Note 11)	360,895	416,683
Others	56,457	165,806
Total voluntary income	417,352	582,489
Unrestricted Funds:		
Fundraising activities		
Direct operating costs	180,408	295,373
Total fundraising activities	180,408	295,373
Total costs of generating funds	597,760	877,862

The support costs of the Company which include office functions such as key and general management are apportioned based on the amount of time spent and the number of centres operated by the Company.

9 Charitable Activities

		2026 S$	2025 S$
Unrestricted Funds:			
Direct operating costs			
Salaries and related costs (Note 11)		55,425,300	43,418,298
Motor and transport expenses		3,213,432	3,103,348
Catering		3,326,328	2,870,198
Programme and social expenses		261,492	270,893
Consumables		232,790	160,033
Cost of inventories sold (included in charitable activities expenses)			
- Medical consumables		803,134	528,420
Others		1,151,187	1,063,290
		64,413,663	51,414,480
Indirect operating costs			
Salaries and related costs (Note 11)		7,729,418	5,564,933
Depreciation of property, plant and equipment (Note 13)		5,149,792	4,326,243
Depreciation of investment property (Note 14)		57,226	57,226
Amortisation (Note 13)		(3,231,258)	(2,822,381)
Operating lease - rental services/conservancy fees		4,163,999	3,262,537
IT support and maintenance		2,477,850	2,044,340
GST input tax disallowed	(i)	2,003,640	1,714,043
Cleaning and maintenance		1,867,764	1,430,718
Utilities		1,178,483	1,186,297
Equipment expensed off		1,128	1,804
Professional fee		2,473,390	1,371,975
Publicity expenses		311,553	240,550
Telephone, fax and internet expenses		175,400	166,396
Transport expenses for employees		1,899	34,195
Security expenses		246,875	103,225
Printing and stationery		110,788	92,096
Programme expenses		487,990	490,588
Training expenses		1,103,532	505,498
Bad debts on trade receivables written off		849	28
Impairment loss on trade receivables		25,864	-
Others		608,269	421,877
		26,944,451	20,192,188
Total costs of charitable activities (unrestricted funds)		91,358,114	71,606,668

9 **Charitable Activities** (cont'd)

	2026 S$	2025 S$
Restricted Funds:		
Direct operating costs		
Utilisation of Community Silver Trust fund (Note 21(iii))		
- Salaries and related costs (Note 11)	450,533	440,807
- Others	400	30,788
Utilisation of Active Ageing Centre / Active Ageing Centre (Care) fund (Note 21(v))		
- Salaries and related costs (Note 11)	3,012,181	2,232,440
- Depreciation of property, plant and equipment (Note 13)	67,619	67,621
- Amortisation (Note 13)	(67,619)	(67,621)
- Programme expenses	1,162,014	328,987
Utilisation of Client Welfare Fund	393,457	203,763
Utilisation of Medifund	486,778	112,659
Utilisation of Wound Care fund	66,952	-
	5,572,315	3,349,444
Indirect operating costs		
Utilisation of Community Silver Trust fund (Note 21(iii))		
- Salaries and related costs (Note 11)	30,634	-
- IT support and maintenance	240,298	205,102
- Professional fees	41,990	181,647
- License and subscription fees	6,273	-
- Others	53,993	8,161
Utilisation of Active Ageing Centre / Active Ageing Centre (Care) fund (Note 21(v))		
- Salaries and related costs (Note 11)	-	597,042
- Others	141,131	351,773
Utilisation of Innovation fund	60,492	6,062
	574,811	1,349,787
Total costs of charitable activities (restricted funds)	6,147,126	4,699,231
Total costs of charitable activities	97,505,240	76,305,899

(i) The Company opted to use an "annual fixed rate" to compute the claimable input tax for all the GST returns that fall in a financial year. This "annual fixed rate" is the actual yearly input tax recovery rate of the preceding financial year at 17.6% (2025: 19.7%). These resulted in the recognition of expenses of S$2,003,640 (2025: S$1,714,043) on the disallowed GST input tax claims recognised in the Statement of Financial Activities.

10 Governance Costs

	2026 S$	2025 S$
Unrestricted Funds:		
Salaries and related costs (Note 11)	1,932,354	1,229,077
Audit fees		
- Statutory audit	68,000	68,000
- Certification audit	24,000	24,000
- Prior year under provision (statutory and certification audit)	14,000	11,500
Depreciation of property, plant and equipment (Note 13)	167,377	83,563
Other professional fees	200,056	236,821
Insurance expenses	509,416	259,908
Operating lease - rental services/conservancy fees	119,455	89,476
IT support and maintenance	193,442	128,173
Others	203,362	99,693
	3,431,462	2,230,211
Restricted Funds:		
Utilisation of Community Silver Trust fund (Note 21(iii))		
- Salaries and related costs (Note 11)	7,659	-
- Others	85,638	86,688
Active Ageing Centre / Active Ageing Centre (Care) fund (Note 21(v))		
- Salaries and related costs (Note 11)	-	131,058
- Others	-	77,220
Utilisation of Innovation fund	15,123	1,330
	108,420	296,296
Total governance costs	3,539,882	2,526,507

11 Employee Benefits

	2026 S$	2025 S$
Unrestricted Funds:		
Included in Direct Operating Costs of Charitable Activities (Note 9):		
Direct operating costs		
Salaries and related costs		
Short-term employee benefits:		
- Gross salaries and bonuses	46,350,816	35,823,428
- Foreign workers' levy	1,774,030	848,417
- Other staff benefits	1,712,741	2,181,265
Post-employment benefits (Defined Contribution Plans)	5,587,713	4,565,188
Total salaries and related costs	55,425,300	43,418,298
Included in Indirect Costs of Generating Funds, Charitable Activities and Governance Costs (Notes 8, 9 and 10):		
Salaries and related costs		
Short-term employee benefits:		
- Gross salaries and bonuses	8,660,688	6,274,271
- Other staff benefits	262,602	191,657
Post-employment benefits (Defined Contribution Plans)	1,099,377	744,765
Total salaries and related costs	10,022,667	7,210,693
Restricted Funds:		
Included in Direct Operating Costs of Charitable Activities (Note 9):		
Salaries and related costs		
Short-term employee benefits:		
- Gross salaries and bonuses	2,953,674	2,284,829
- Other staff benefits	64,014	41,831
Post-employment benefits (Defined Contribution Plans)	445,026	346,587
Total salaries and related costs	3,462,714	2,673,247
Included in Indirect Operating Costs of Charitable Activities and Governance Costs (Notes 9 and 10):		
Salaries and related costs		
Short-term employee benefits:		
- Gross salaries and bonuses	38,293	622,134
Post-employment benefits (Defined Contribution Plans)	-	105,966
Total salaries and related costs	38,293	728,100
Total employee benefits	68,948,974	54,030,338
Number of employees as at 31 March	1,050	891

12 Tax Expense

The Company is an approved charity under the Singapore Charities Act 1994 ("Charities Act") and an Institution of a Public Character under the Income Tax Act 1947. No provision for taxation has been made in the financial statements as the Company is a registered charity with income tax exemption. As required by the Charities Act, the total fund-raising and sponsorship expenses of the Company for the financial year did not exceed 30% of the total gross receipts from fund-raising and sponsorship.

13 Property, Plant and Equipment

	Leasehold properties S$	Fixtures and fittings S$	Furniture S$	Equipment S$	Motor vehicles S$	Computers S$	Work in progress S$	Total S$
2026								
Cost								
At 1 April 2025	888,717	20,670,988	1,012,799	10,791,685	5,046,409	4,226,096	213,907	42,850,601
Additions	-	756,539	644,784	753,214	1,243,703	959,367	49,245	4,406,852
Disposals/write-off	-	(480,520)	(24,667)	(114,335)	(291,890)	(161,732)	(62,900)	(1,136,044)
Transfer	-	-	-	33,069	-	117,938	(151,007)	-
At 31 March 2026	888,717	20,947,007	1,632,916	11,463,633	5,998,222	5,141,669	49,245	46,121,409
Less: Accumulated depreciation								
At 1 April 2025	152,563	15,198,388	832,062	6,310,014	3,136,050	2,172,136	-	27,801,213
Depreciation for the year	17,774	1,701,420	155,770	1,404,400	821,508	1,283,916	-	5,384,788
Disposals/write-off	-	(451,477)	(24,667)	(107,170)	(291,890)	(159,514)	-	(1,034,718)
At 31 March 2026	170,337	16,448,331	963,165	7,607,244	3,665,668	3,296,538	-	32,151,283
Net book value								
At 31 March 2026	718,380	4,498,676	669,751	3,856,389	2,332,554	1,845,131	49,245	13,970,126
2025								
Cost								
At 1 April 2024	888,717	18,828,508	854,202	9,064,265	4,536,781	2,818,629	536,158	37,527,260
Additions	-	1,822,356	161,196	1,498,096	607,062	1,072,983	408,055	5,569,748
Disposals/write-off	-	(11,957)	(2,599)	(71,641)	(97,434)	(3,618)	(59,158)	(246,407)
Transfer	-	32,081	-	300,965	-	338,102	(671,148)	-
At 31 March 2025	888,717	20,670,988	1,012,799	10,791,685	5,046,409	4,226,096	213,907	42,850,601
Less: Accumulated depreciation								
At 1 April 2024	134,789	13,700,398	694,960	5,087,457	2,583,257	1,308,997	-	23,509,858
Depreciation for the year	17,774	1,509,947	139,701	1,293,021	650,227	866,757	-	4,477,427
Disposals/write-off	-	(11,957)	(2,599)	(70,464)	(97,434)	(3,618)	-	(186,072)
At 31 March 2025	152,563	15,198,388	832,062	6,310,014	3,136,050	2,172,136	-	27,801,213
Net book value								
At 31 March 2025	736,154	5,472,600	180,737	4,481,671	1,910,359	2,053,960	213,907	15,049,388

As at 31 March 2026, the work in progress comprised expenses incurred mainly for centre renovation (2025: centre equipment and software development). Included in additions to property, plant and equipment during the financial year ended 31 March 2026 is a provision for restoration costs of S$45,000 (2025: S$50,000).

13 Property, Plant and Equipment (cont'd)

Net depreciation charged to the Statement of Financial Activities as indirect operating costs are:

	2026 S$	2025 S$
Net depreciation charged to Statement of Financial Activities:		
Depreciation of property, plant and equipment for the year	5,384,788	4,477,427
Amortisation of property, plant and equipment fund (Note 21(i))	(2,277,351)	(1,948,514)
Amortisation of Community Silver Trust capital grant (Note 21(iv))	(850,767)	(778,942)
Amortisation of Active Ageing Centre / Active Ageing Centre (Care) capital fund (Note 21(vi))	(67,619)	(67,621)
Amortisation of Innovation Capital fund (Note 21(viii))	(103,140)	(94,925)
	(3,298,877)	(2,890,002)
	2,085,911	1,587,425

14 Investment Property

	2026 S$	2025 S$
Cost		
Balance at the beginning and end of the year	2,556,079	2,556,079
Less: Accumulated depreciation		
Balance at the beginning of the year	185,983	128,757
Depreciation for the year	57,226	57,226
Balance at the end of the year	243,209	185,983
Net book value	2,312,870	2,370,096

During the financial year ended 31 March 2026, the Company determined the fair value of the existing Kallang premises with 1 unit classified as Property, Plant and Equipment (Note 13) and 1 unit classified as Investment Property based on management's judgement which relied on market evidence of most recent transactions for similar properties in the same vicinity at the end of the reporting period. The valuations as at 31 March 2026 are S$1,218,000 and S$3,920,000 (2025: S$1,070,000 and S$3,446,000) respectively.

15 Investments in Financial Assets

	2026 S$	2025 S$
Cost		
Balance at the beginning and end of the year	5,375,200	5,375,200
Additions	5,079,009	-
Disposals	(5,000,000)	-
Balance at the end of the year	5,454,209	5,375,200
Less: Accumulated impairment loss		
Balance at the beginning of the year	594,807	630,259
Impairment loss/(Reversal of impairment loss) (Note 6)	31,929	(35,452)
Disposals	(543,299)	-
Balance at the end of the year	83,437	594,807
Net book value	5,370,772	4,780,393
Market values	5,647,388	4,916,899

The Company had entered into arrangements with third parties' financial institutions to manage some of its investments. These investments in financial assets are classified as non-current assets, though the financial institutions may from time to time divest or re-invest in underlying instruments. Management does not hold the assets for the purpose of trading nor expects to realise the investments arrangements with the financial institutions within twelve months after the reporting date.

The effective interest rate for the interest-bearing financial assets is 4.97% (2025: 3.92%). The carrying value of these underlying investments are:
(a) LION Global SGD Money Market Fund of S$78,340 (2025: Nil)
(b) LION Global All Seasons Fund of S$4,961,910 (2025: Nil)
(c) Quoted equities of S$330,522 (2025: S$294,372)
(d) PIMCO Global bond fund of Nil (2025: S$780,176)
(e) PIMCO Income fund of Nil (2025: S$2,152,014)
(f) PIMCO Diversified Income fund of Nil (2025: S$653,831)
(g) Fullerton Conservative Balanced Fund Class A of Nil (2025: S$900,000)

During the financial year ended 31 March 2026, the Company recognised an impairment loss of S$31,929 (2025: reversal of impairment loss of S$35,452) for certain investments in financial assets.

Subsequent to the financial year and at the date of the financial statements, the market values of the investments increased by about 6.3%.

16 Trade and Other Receivables

	2026 S$	2025 S$
Trade Receivables		
Client's fees	435,613	113,505
Less: Impairment loss	(25,864)	-
	409,749	113,505
Other Receivables		
Community Silver Trust funds receivables	9,184,760	9,147,325
Community Care Salary Enhancement receivables	2,779,750	3,771,298
Government grants receivable	12,382,007	7,206,144
Deposits		
- Rental	816,913	642,399
- Utilities	153,657	170,852
- Others	4,869	16,532
Interest receivable	40,566	92,402
Other receivables	735,383	609,467
	26,097,905	21,656,419
Prepayments	498,497	476,223
Total trade and other receivables	27,006,151	22,246,147

17 Cash and Cash Equivalents

	2026 S$	2025 S$
Fixed deposits placed with financial institutions:		
- with maturity less than three months	5,432,442	5,360,153
- with maturity more than three months	16,128,501	15,840,010
Cash and bank balances	44,142,716	31,202,763
Total cash and cash equivalents	65,703,659	52,402,926
Fixed deposits with maturity less than three months	5,432,442	5,360,153
Cash and bank balances	44,142,716	31,202,763
Cash and cash equivalents per statement of cash flows	49,575,158	36,562,916

The simple average effective interest rate earned on fixed deposits is 1.67% (2025: 2.42%) per annum with fixed maturity dates ranging from 1 to 6 months (2025: 1 to 6 months).

Included in the cash and cash equivalents are S$46,371,541 (2025: S$10,477,967) classified to Designated Unrestricted Funds and S$16,295,290 (2025: S$10,484,627) classified to Restricted Funds of which the use is subject to relevant restricted funds' operating terms.

18 Other Payables and Accruals

	2026 S$	2025 S$
Accrued staff costs	9,512,624	5,796,522
CPF payables	2,357,918	1,694,754
Grants/fees received in advance	6,297,502	2,789,029
Accrued centre renovation and equipment costs	899,187	424,519
Deposits received	419,220	187,902
Accrued clients' meal and transport cost	1,754,855	651,804
Accrued rental services	55,284	186,007
Professional fees	610,094	138,667
Accrued IT related services cost	296,256	219,543
GST payable	457,923	230,939
Others	1,471,895	1,047,067
	24,132,758	13,366,753

19 Provisions for Liabilities and Charges

	2026 S$	2025 S$
Balance at the beginning of the year	814,600	764,600
Provisions made during the year	45,000	50,000
Balance at the end of the year	859,600	814,600

Provisions are recognised for the restoration of the office premises, centres and nursing home entered under lease contracts to its original conditions.

20 Unrestricted Funds

		2026 S$	2025 S$
Unrestricted income funds	(i)	13,881,865	46,252,887
Designated funds:			
- Asset replacement fund	(ii)	15,486,266	10,477,967
- Community Transformation fund	(iii)	10,885,275	-
- Building fund	(iv)	20,000,000	-
		46,371,541	10,477,967
Total unrestricted funds		60,253,406	56,730,854

20 Unrestricted Funds (cont'd)

(i) The unrestricted income funds are available to the Company to apply for the general purposes of the charity as set out in its governing document.

(ii) Asset replacement fund is set up to support future major redevelopment and infrastructure expansion projects. During the financial year ended 31 March 2026, the Company transferred an amount of S$5,000,000 (2025: Nil) from its unrestricted income funds to its asset replacement fund.

(iii) Community Transformation fund is to set up to support initiatives under the six "IMPACT" pillars (Innovate-Mentor-Program-Advocate-Connect-Train) as part of SLEC's 25th Anniversary milestone, in support of SLEC's aspiration of "Transforming Community Care". During the financial year ended 31 March 2026, the Company transferred amounts of S$7,572,385 (2025: Nil) from its unrestricted income funds and S$203,307 (2025: Nil) from its Innovation fund (Note 21(vii)) to its Community Transformation fund.

(iv) Building fund is set up to support the Property Acquisition Committee in exploring and acquiring a permanent headquarters office. During the financial year ended 31 March 2026, the Company transferred an amount of S$20,000,000 (2025: Nil) from its unrestricted income funds to its building fund.

Movements of the unrestricted funds during the current and previous financial years are disclosed as follows:

	2026 S$	2025 S$
Funds balance at the beginning of the year	56,730,854	45,724,179
Total income	98,720,296	85,423,831
Total expenditure	(95,387,336)	(74,714,741)
Net income	3,332,960	10,709,090
Gross transfers between funds		
- Transfer to client welfare fund (Note 21(ii))	(1,000,000)	(1,172,656)
- Transfer to wound care fund (Note 21(x))	(1,000,000)	(173,818)
- Transfer to Active Ageing Centre / Active Ageing Centre (Care) fund (Note 21(v))	-	(191,448)
- Transfer to asset replacement fund	(5,000,000)	-
- Transfer to Community Transformation fund	(7,572,385)	-
- Transfer to building fund	(20,000,000)	-
- Transfer from unrestricted income fund	32,572,385	-
- Transfer from Community Silver Trust fund (Note 21(iii))	1,986,285	1,835,507
- Transfer from Innovation fund (Note 21(vii))	203,307	-
	189,592	297,585
Funds balance at the end of the year	60,253,406	56,730,854

20 Unrestricted Funds (cont'd)

During the financial years ended 31 March 2026 and 2025, the Company is allowed to claim its recurrent operating expenses under the Community Silver Trust matching grant up to 40% of the donations received and channelled to Intermediate and Long Term Care ("ILTC") services in the prevailing financial year. The Company has 5 years to utilise the funds for projects.

During the financial year ended 31 March 2026, the Company transferred from Community Silver Trust fund an amount of S$1,986,285 (2025: S$1,835,507) relating to Community Silver Trust fund for financial year ended 31 March 2024 (2025: 31 March 2023) which was received during the year, to utilise for recurrent operating expenses.

21 Restricted Funds – Restricted Income Funds

		2026 S$	2025 S$
Restricted income funds:			
- Property, plant and equipment fund	(i)	7,074,110	6,291,268
- Client welfare fund	(ii)	1,606,543	1,000,000
- Community Silver Trust fund	(iii)	16,550,591	15,361,680
- Community Silver Trust capital grant	(iv)	1,284,075	1,859,191
- Active Ageing Centre / Active Ageing Centre (Care) fund	(v)	-	-
- Active Ageing Centre / Active Ageing Centre (Care) capital fund	(vi)	79,628	147,247
- Innovation fund	(vii)	-	278,922
- Innovation capital fund	(viii)	269,195	372,335
- Medifund	(ix)	885,954	142,532
- Wound care fund	(x)	1,465,516	523,818
Total restricted income funds		29,215,612	25,976,993

21 Restricted Funds – Restricted Income Funds (cont'd)

Movements of the restricted income funds during the current and previous financial years are disclosed as follows:

	2026 S$	2025 S$
Funds balance at the beginning of the year	25,976,993	21,858,140
Total income	12,982,634	12,301,967
Less: Expenditure	(6,255,546)	(4,995,527)
Net income	6,727,088	7,306,440
Gross transfers between funds		
- Transfer to funds	(2,465,243)	(2,591,570)
- Transfer from funds	2,275,651	2,293,985
	(189,592)	(297,585)
Amortisation expenses net of depreciation of property, plant and equipment credited to charitable activities (Note 13)	(3,298,877)	(2,890,002)
Funds balance at the end of the year	29,215,612	25,976,993

(i) Property, plant and equipment fund

Property, plant and equipment fund pertains to grants received for the acquisition of property, plant and equipment of the centres operated by the Company. During the financial year ended 31 March 2026, the Company has funds of S$3,060,193 (2025: S$3,593,933) from the Ministry of Health. These grants are amortised to net off the corresponding depreciation and write-offs in the Statement of Financial Activities. During the financial year ended 31 March 2026, amortisation of S$2,277,351 (2025: S$1,948,514) has been recognised in the Statement of Financial Activities (Note 13).

21 Restricted Funds – Restricted Income Funds (cont'd)

(ii) Client welfare fund

Client welfare fund was set up for the purpose specified from the donors to help those clients in financial hardship. During the financial year ended 31 March 2026, the Company transferred an amount of S$1,000,000 (2025: S$1,172,656) from its unrestricted fund to its client welfare fund (Note 20).

(iii) Community Silver Trust fund

	2026 S$	2025 S$
Balance at the beginning of the year	15,361,680	13,668,772
Add: Income	4,368,265	4,816,494
Less: Expenditure	(917,418)	(953,193)
Net income	3,450,847	3,863,301
Gross transfers between funds		
- Transfer to unrestricted funds (Note 20)	(1,986,285)	(1,835,507)
- Transfer to Community Silver Trust capital grant (Note 21(iv))	(275,651)	(334,886)
	(2,261,936)	(2,170,393)
Balance at the end of the year	16,550,591	15,361,680

These are dollar-for-dollar donation matching grants provided by the Ministry of Health ("MOH") through Agency for Integrated Care ("AIC") to enhance the services of voluntary welfare organisations ("VWOs") in the ILTC sector for eligible donations received by the Company.

During the financial year ended 31 March 2026, the Company recognised matching grant income amounting to S$4,368,265 (2025: S$4,816,494), being eligible donation income earned during the financial year, which met the terms and conditions under the agreement of the matching grant.

21 **Restricted Funds – Restricted Income Funds** (cont'd)

(iv) Community Silver Trust capital grant

	2026 S$	2025 S$
Balance at the beginning of the year	1,859,191	2,303,247
Gross transfers between funds		
- Transfer from Community Silver Trust fund (Note 21(iii))	275,651	334,886
Amortisation of property, plant and equipment (Note 13)	(850,767)	(778,942)
Balance at the end of the year	1,284,075	1,859,191

The Community Silver Trust capital grant was set up from the Community Silver Trust fund for the purpose of capitalising the fixed assets purchased with the fund proceeds. These amounts are amortised to net-off the corresponding depreciation in the Statement of Financial Activities.

(v) Active Ageing Centre / Active Ageing Centre (Care) fund

	2026 S$	2025 S$
Balance at the beginning of the year	-	-
Add: Income	4,315,326	3,741,940
Less: Expenditure	(4,315,326)	(3,718,520)
Net income	-	23,420
Gross transfers between funds		
- Transfer from unrestricted funds (Note 20)	-	191,448
- Transfer to Active Ageing Centre / Active Ageing Centre (Care) capital fund (Note 21(vi))	-	(214,868)
	-	(23,420)
Balance at the end of the year	-	-

The Active Ageing Centre / Active Ageing Centre (Care) fund provided by the MOH through AIC is for the purpose of funding the Company's operation of its active ageing centres. These centres serve as key points of contact for social-health matters for elders/ clients under the Company's care, as well as for their caregivers. During the financial year ended 31 March 2026, the Company received funding of S$6,961,772 (2025: S$6,066,940) from AIC. As at 31 March 2026, the Company has unutilised funds of S$4,971,446 (2025: S$2,325,000), which are included in "grants/fees received in advance" as disclosed in Note 18.

21 Restricted Funds – Restricted Income Funds (cont'd)

(vi) Active Ageing Centre / Active Ageing Centre (Care) capital fund

	2026 S$	2025 S$
Balance at the beginning of the year	147,247	-
Gross transfers between funds		
- Transfer from Active Ageing Centre / Active Ageing Centre (Care) fund (Note 21(v))	-	214,868
Amortisation of property, plant and equipment (Note 13)	(67,619)	(67,621)
Balance at the end of the year	79,628	147,247

The Active Ageing Centre / Active Ageing Centre (Care) capital fund was set up from the Active Ageing Centre / Active Ageing Centre (Care) fund for the purpose of capitalising the fixed assets purchased with the fund proceeds. These amounts are amortised to net-off the corresponding depreciation in the Statement of Financial Activities.

(vii) Innovation fund

The innovation fund originated from a S$1.5 million financial contribution from PSA Singapore to support the setting up of Ayer Rajah Eldercare Centre and Centre of Innovation. The donation was declared as a restricted fund through approval from the governing board members in previous financial years. During the financial year ended 31 March 2026, the Company transferred the remaining balance of S$203,307 to the Community Transformation Fund, in accordance with the agreement with PSA Singapore.

(viii) Innovation capital fund

The Innovation capital fund was set up from the Innovation fund for the purpose of capitalising the fixed assets purchased with the fund proceeds. These amounts are amortised to net-off the corresponding depreciation in the Statement of Financial Activities. During the financial year ended 31 March 2026, the Company recognised amortisation of S$103,140 (2025: S$94,925) in the Statement of Financial Activities (Note 13).

(ix) Medifund

Medifund is an endowment fund set up by the Government. It provides a safety net for patients who face financial difficulties with their remaining bills after receiving Government subsidies and drawing on other means of payment including MediShield Life, MediSave and cash.

21 Restricted Funds – Restricted Income Funds (cont'd)

(x) Wound care fund

Wound Care Fund was set up to ensure that elders/ clients requiring the Company's wound care services will not be deprived of treatment and care due to financial difficulties. The funding will enable the Company's wound care team to extend its expertise beyond the Company to the community, train staff on wound care techniques and best practices as well as fund research work in this area. During the financial year ended 31 March 2026, the Company transferred an amount of S$1,000,000 (2025: S$173,818) from its unrestricted fund to its wound care fund (Note 20).

22 Related Party Transactions

Related parties may be individuals or corporate entities.

(a) Parties are considered to be related if an individual or a close member of that individual's family is related to a Company if that individual (i) has control or joint control over the Company; (ii) has significant influence over the Company or (iii) is a governing board member, trustee, or member of the key management personnel of the Company or of a parent of the Company.

(b) Parties are also considered to be related if an entity is related to the Company if (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others; (ii) the Company is an associate or joint venture of the Company (or an associate or joint venture of a member of a group of which the charity is a member) and vice versa; (iii) the entity and the Company are joint ventures of the same third party; (iv) the entity is a joint venture of a third entity and the Company is an associate of the third entity and vice versa; (v) the entity is controlled or jointly controlled by a person identified in (a); and (vi) an individual identified in (a)(i) has significant influence over the entity or is a governing board member, trustee or member of the key management personnel of the entity (or of a parent of the Company).

The Company has the following transactions with a related party during the financial year, as detailed below.

	2026 S$	2025 S$
With a director		
Purchases from a company of which a director of the Company is a member, director or shareholder	19,633	19,103

23 Commitments

(a) Operating Commitments

At the balance sheet date, the Company has no contingent rent, renewal or purchase options and escalation clauses, subleases, and restrictions imposed by lease arrangements. The future minimum lease payment under non-cancellable operating leases for certain operating centres, nursing home and office premises with an original term of more than one year of the Company is as follows:

	2026 S$	2025 S$
Within one year	2,241,069	2,883,473
Between two to five years	7,166,170	2,691,039
	9,407,239	5,574,512

Included in the operating lease commitments for office premises amounted to S$1,825,150 (2025: S$386,389), with lease terms to June 2029 (2025: November / December 2025).

(b) Capital Commitments

Capital expenditure contracted for at the balance sheet date but not recognised in the financial statement is as follows:

	2026 S$	2025 S$
Centre renovations	23,138	-
IT software implementation	530,734	49,996
	553,872	49,996

24 Donations Schedule

The Company is approved as an Institution of a Public Character ("IPC") under the provision of the Income Tax Act. Donors to the Company are granted tax deduction.

	2026 S$	2025 S$
Tax deductible donations	4,451,929	4,037,174
Non tax deductible donations	613,850	780,574
Total (Notes 4 and 5)	5,065,779	4,817,748

25 Key Management Remuneration

	2026	2025
Number of key management personnel in the following remuneration band of:		
S$500,001 to S$600,000	1	-
S$400,001 to S$500,000	-	1
S$300,001 to S$400,000	2	1
S$200,001 to S$300,000	5	5
S$100,001 to S$200,000	1	1

	2026 S$	2025 S$
Compensation of key management personnel:		
Salaries and bonuses	2,347,119	2,062,918
Defined contribution plans (Employer CPF)	136,142	119,097
	2,483,261	2,182,015

All the directors of the Company or their family members, did not receive any remuneration, benefits, allowances or other manner of compensation for the financial years ended 31 March 2026 and 2025.

26 Reserve Policy

As set out in Directors' Statement, the Board has established a reserve policy for the Company. The reserve measurement is calculated as follows:

	2026 S$	2025 S$
Unrestricted funds (Reserves)	60,253,406	56,730,854
Net liquid assets available to meet expenditure obligations	52,677,418	47,981,411
Total operating expenditure (Unrestricted funds)	95,387,336	74,714,741
Ratio of net liquid assets to total operating expenditure	0.55	0.64

The Company does not have any externally imposed capital requirements for the financial years ended 31 March 2026 and 2025. There were no changes in the Company's reserve policy during the financial year.