



TASEK

Uplifting The Community

UEN: 2014370890
1 Yung Sheng Road #03-06 S(618495)
www.tasek.org

Annual Report

Sep 2024 - Aug 2025



Our football girls taking part in the Singapore Book of Records for largest mass football juggling at the same time.

Contents

About Us

Mission, Purpose & Core Values	04
Corporate Overview	05
Chair's Message	06
Board's Message	08
Executive Management's Message	10

Leadership

Governing Board	14
Executive Management Team	17

Our People

The Tasek Family	19
Organisation Chart	20
Welcome Home Tasek Alumni	21

Highlights

Tasek at a Glance	22
Financial Highlights	24
Highlights of the Year	25

Our Work

Tasek's Own Programmes	34
Partnered Programmes (Government)	61
Year Ahead	70

Governance

Board Sub-Committees	72
Board Meeting and Attendance	73
Declarations and Policies	74
Governance Evaluation Checklist	76



Students from our GIFT programme participating in a big book reading session

About Us



Children from our GFT Programme performing an original song created by our very own volunteer at our annual showcase

Our Mission, Purpose and Core Values

Tasek, a charity with IPC status, aims to uplift those among us who are disadvantaged, and to develop and evolve circles of mutual support in the community.

We walk alongside youth and individuals with disadvantage, supporting their self-development to strengthen belief in their own worth, which continues to grow as they in turn are empowered to contribute to others.

We run carefully crafted and intensive programmes, from engaging the young — from early childhood to tertiary years — to helping ex-inmates to rebuild their lives.



Using recycled materials, our Art Lab students decorate a tree at Trees of the World event.



Mission and Purpose

To be always in the community, to engage deeply with the disadvantaged to help them find their strengths, so that they will be enabled to work for their own benefit and the well-being of their family, our community and to also help others.



Core Values

Empathy: Appreciating the disadvantages that people face, and never looking down on anyone

Gaining knowledge from ground connectedness: To always be present for families and all in the community, and to learn from them even as we support them

Working hard: To go beyond the ordinary and spare no effort, so we gain the trust of our beneficiaries and ensure they are supported holistically, in partnership with other agencies

Purposeful and ethical action: To always act in the interests of our beneficiaries and the community, and the natural world, in accordance with principles of personal ethics and good governance

Corporate Overview

Name: Tasek Academy and Social Services Limited

Registered as a Public Company Limited by Guarantee: 14 December 2014

Registered Address: 1 Yung Sheng Road #03-06 Singapore 618495

UEN: 201437089G

IPC Status: Current validity from 21 December 2023 to 20 September 2026

Governing Instrument: Constitution (previously M&AA)

Company Secretary: Chew Hui Min

Auditor: Chew Whye Lee PAC

Banks: DBS Bank Ltd., Maybank Singapore Limited

Members: Jane Ittogi, Darren Tan Tho Eng,
Alphonso Maurice Terrence

Patron: Mr Tharman Shanmugaratnam

For enquiries, please email to:

General: info@tasek.org

Corporate: doreen@tasek.org



Tasek Patron and Board Members and Team at the Requiem for P Ramlee

Chair's Message

We look closely at our methods: what we do in our programmes to evaluate if we are effective in achieving the journey of change. Only by tracking what change our programmes have effected, can we **measure their impact**. And with impact measurement we can see what more we should do, or what adjustments are needed.

Mentoring relationships are key. At the core of each Tasek programme, every beneficiary is listened to, and personally mentored. It is the way we build relationships of acceptance rather than judgement, nurture an environment of respect, and create opportunities for transformational growth. With those values, we aim to develop **youth who are self-confident and caring about others**, as they go through the four-stage journey.

The 19-container Beacon, now complete, will add much to the nurturing environment we create in our other programmes. Tasek **will work with partners, for Beacon to be a creative space** for the community. We will curate and collaborate on art programming, cultural sharing and learning about environmental sustainability, each founded on social participation and co-responsibility. Beneficiaries will find their worlds opening as they discuss themes, create new forms of expression and work through ideas to make something real. Such organically creative participation leads to something deeply positive: the change which comes when a disadvantaged youth gains confidence and self-belief.

Programming

To more fully embody our Theory of Change, Tasek's offerings, all free of charge, are being enhanced.

From August this year, we begin Tasek's Age of Art: art, culture, heritage and sustainability programming will intensify, occupying The Beacon. We will have film, discussions, pottery and artistic gardening, and steadily grow engagement. Just as the patient work of Tasek Art Lab has enabled beneficiaries to spend time producing beautiful works. Partners are warmly welcomed. Participation by beneficiaries is crucial.

Our football programme continues to grow; last year we organised 20 football programmes every week, this year it is **23 programmes weekly**. And with **weekly one-on-one academic support sessions**, both in the **East and West of the island, for hundreds of youth at risk**.

It is around our 520 football participants (80% boys 20% girls) that our Tasek Team run individualised casework and mentoring throughout each programme and guiding sessions when those selected join our three camps a year.



*The sun is setting
We are rising together
As a family*

— Rizque, 15 years

Six young men who grew up with Tasek as boy-footballers join Tasek Team this year. Two came in their early teens, and are now 26 years old. The third, with us more than a decade, is one of our coaches. Welcome home to Tasek, Irham, Ali, Afiq, Irfan, Hulikah, Edly and Husaini. And over the past year, four of our girl-footballers joined us as Tasek Community Facilitators - Iva, Mazleena, Athirah and Qistina. (See WELCOME HOME TO TASEK following.)

At Home with TASEK

Every youth, especially those who grow up with less support, can feel **at home at Tasek**. Now we are thinking even harder about how we build the home.

Last year, we introduced **the Tasek Method**, our **four-pillar approach** to how we work with beneficiaries, "centred on respect for every individual". It is essentially about listening, understanding and motivating. It guides us in all we do.

It manifests in Tasek's Wraparound Mentoring: the relationships of support that our Team builds around every participant. The relationships aim at taking them through four pillars, or stages, in their journey with Tasek to enable beneficiaries to:

- create self-belief (Beneficiary: looks at the mirror sees failure; Tasek Programme Managers: run multiple programmes to transfer skills and deepen hidden interests);
- build ability to address problems in their lives (Beneficiary: has issues at home and problems in school; Tasek Social Workers: through deep interviews, casework support, help to contain each problem);
- gain confidence to plan their lives (Beneficiary: no ambition or sense of the future; Tasek Mentors: constant conversations to untie difficulties, help beneficiary to access appropriate courses or training, map out next steps in life);
- take responsibility to do good (Beneficiary: not sure how to lead or be responsible in family and teams; Tasek Guides: design residential Camps with programmes for beneficiary to face responsibility and challenges, with real-time feedback from Guides).

Chair's Message (cont'd)

These four stages - of beneficiary's personal states and corresponding Tasek programmes to address each state - and the Tasek aims of each stage of their journey - underline our Theory of Change.

Change is about the journey through these four stages. Our programmes are structured to help youth find their strengths and develop positive commitment to address problems. It is sometimes explicit and sometimes woven into activities.

Tasek Team do their best to ensure each footballer undergoes the four-pillar journey of change.

Our SG Cares Volunteer Centre continues to mobilise over 900 volunteers, we engage more than 100 community partners, serving over 8,000 beneficiaries. Volunteers help significantly in Tasek programmes as mentors in 4 areas of mentoring - academic coaching, education and career guidance, developmental opportunities and general mentoring; and our literacy programme is volunteer-led and supports our art and dance programme delivery. Thus volunteers add markedly to our multi-racial and multi-generational teams. We are very happy that our hand of support is reaching out to many more in the community.

In our KidSTART work, Tasek oversees 343 children and 68% of the children are meeting developmental milestones at 3years old, this improves to 83% at age 5. Importantly, 98% of our KidSTART parents show understanding of their children's growth and learning needs. This is above the national average, and critical for the family values of love and nurturing to take root.



We will do more: our art, cultural heritage and sustainability programming will involve individuals and families, so that children and parents engage in fun activities together and communicate on matters beyond concerns that are judgmental in nature.

Our Tasek Team

Our Tasek Team continues to work hard and with heart. We have carefully brought in several well suited and committed individuals to our team to deepen our programmes of outreach. For the next year, the Board has its focus on management capacity and capability, and accordingly we have added talented senior members to Tasek Team. First, lawyer and former Board Member, and Chair of Programmes, Elizabeth Fong joins as consultant to ensure Tasek continues to be well governed and grows within our mission aims. Second, educator, artist and writer Dr Susie Lingham will roll out deep and new ideas in our age of art, that will enrich all. Third, coming home to Tasek is local boy Kim Whye Kee, iconic potter and founder member of the original Beacon of Life, after which the 19-container building is named.

The Board continues to appreciate deeply the Tasek Team, under the light shone by Kamsinah Sadar and Dr Ain Azman, for their commitment to Tasek's mission, their high quality of thinking and work and what has been observed as "their incredible work ethic".

2026 and After

"Singapore is a small country, but we can always be a big society - big in heart, big in spirit, and big in how we treat one another.....Compassion is not a charity; it is a responsibility".

Thorman Shanmugaratnam, Patron of Tasek.

We aim to do good, especially for the most disadvantaged, and to enable them too to do good for others. We have partners and sponsors who care as deeply, and also show us the way, for which we are grateful and with whom we seek long term relationships.

And indeed in all we do, we are not dispensing charity. We are a responsibility. Working to create home.



Jane Ittogi
Chair
Tasek Academy

Board Members' Message



Darren Tan Thong Eng: Tasek's growth has been phenomenal, crossing one milestone after another. Its success and strength really lie in its people on the ground: each and every selfless and tireless individual who go the full length for the beneficiaries, and with passion and humility. It is indeed my privilege and honour to be able to work alongside these individuals. A big thank you to the Tasek team.



Muhammad Faizal Othman: As a Board member serving on both the HR and KidSTART Committees, I continue to be deeply inspired by the heart and grit that define Tasek Academy. We continue to strengthen our team with passionate professionals who live our mission every day, supporting the people who serve our children and families are themselves supported, valued, and equipped to give their best. In the KidSTART Committee, I see firsthand how our early-intervention work in social-emotional development is giving our youngest children from vulnerable homes the strongest possible start — often the first time they experience consistent care, learning, and joy in a safe space. Tasek is more than programmes; it is a community that believes every child deserves to be seen, heard, and empowered. I am proud to witness lives being transformed, one child, one family, one coach, one mentor at a time. Thank you to our dedicated staff, volunteers, partners, and donors— together, we are building brighter futures.



Dr Suriyani Suratman: Deepening the work that Tasek Academy and Social Services aspires to do means being attentive to details and attuned to nuances. These tasks are challenging and time consuming. I would like to commend the Tasek Team for working hard and working together yet again to listen, observe and respond with care.



Chew Chih-Lin David: In 2025, Tasek continued to expand our programmes so that more children and youth can access mentoring, academic support, sports, the arts and safe after-school spaces. We did all this with limited resources and this was only possible because of the commitment and dedication of our staff and volunteers. Their compassion, going beyond the call of duty and being present made all the difference to the lives we have served and touched. Working with such a dedicated and caring team is both humbling and an honour.



Sardar Aslam: 2025 has been a remarkable year of growth for Tasek Academy & Social Services. I'm inspired by how far the organisation has come - stronger in capability, deeper in impact, and unwavering in heart. I would like to acknowledge the hard work of the Tasek management and staff in cultivating a positive and growth culture. I'm also heartened by the spirit of care, resilience, and purpose that defines our people. To the dedicated staff, partners, and supporters — thank you for believing in this mission. Together, we will continue to light the way for those we serve.



Dr Siti Shaireen Selamat: 2025 has been yet another busy year in preparation for Tasek's new 'baby' - The Beacon. It promises exciting opportunities to champion our mission in fresh, innovative ways. At the same time, I would like to extend an appreciation to a few key people who have helped the family grow: Suhaimi, Ari and Sufri who are now on their own meaningful life adventures. As we embark on this new season in Tasek's life, The Beacon will be the symbol of Tasek's growth and I am privileged to be a witness to its evolution from the hard courts of BOLA to a BEACON for community connections. Congratulations!



Tasek youth and Advisor at a Lion Dance Performance in collaboration with Juboon Lion Dance troupe

Board Members' Message (cont'd)



Pooja Bhandari: It has been a privilege watching Tasek's impact grow in both depth and reach over the past year. This has only been possible because of a courageous and dedicated team that continues to listen closely to the ground, refine its practice and walk steadily alongside those we serve. I am deeply grateful to every staff member, volunteer and partner for the heart, professionalism and imagination you bring to Tasek each day, and I look forward to journeying with you as we keep strengthening this work together.



Chia Boon Tai: The Tasek team have worked hard and diligently to expand its social services to reach out to more beneficiaries in other parts of Singapore. My tribute to the Tasek Team and its leadership.



Dr Joshua VM Kuma: Deep appreciation to the Tasek family for continuously delivering high-quality programmes to benefit underprivileged youths. Your well-calibrated programmes, from tuition sessions to boot camps and football activities, continue to create meaningful change in our community. I am encouraged by the strong progress of reformed beneficiaries and pleased to see Tasek's initiatives being well received by participants across east and central Singapore. Please keep up the excellent work.



Chua Kok Yong: As the year draws to a close, we would like to extend a big THANK YOU to everyone who's been part of our journey. Tasek has again grown significantly over the past year, thanks to the tireless efforts of our staff, community facilitators, volunteers, and participants in our activities, youth, and mentorship programmes. As we continue to expand our activities and programmes in the east, we are also working hard to deepen our work in the west, expanding our outreach and football sessions, building a stronger network of partners and supporters. We are immensely grateful for the support from our most generous donors, government agencies, statutory boards, schools, SSAs, SSOs, and all our partners — your funding and support enable us to continue our work - thank you again for being part of our community work!



Wang Qian: It has been an enriching journey with Tasek this year. The continued expansion of our programmes, including more football training groups and the opening of activities at The Beacon, marks important milestones in our mission to uplift and empower youths. These achievements would not have been possible without the heart and dedication of our team, volunteers, and partners. As we move forward, we will continue to strengthen the core pillars of our work and deepen our impact to reach more youths. It is an honour to be part of the Tasek family.



Elizabeth Fong: Having witnessed Tasek's evolution from a foundational concept into an organization with a nationwide presence, our focus in 2025 was on deepening the sustainability of our impact. While we continue to scale our outreach and strengthen our core initiatives, we are doubling down on our pillars of change and committed to bring long term impact to the beneficiaries and society at large. In the coming year, we will lean into ensuring our programs evolve alongside the aspirations of our beneficiaries, while more deeply embedding them within the wider community. Tasek remains a 'family of champions' dedicated to the betterment of Singapore. Here is to a year of purposeful growth and even deeper community ties.



Tasek campers and staff on their way to a cave exploration site at Gapeng, Ipoh

Executive Management's Message

This past year has been one of significant growth and deep reflection for Tasek Academy and Social Services. As more partners and funders place their trust in our work, we recognise that growth is not only about expanding programmes — it is about strengthening our foundations. With increasing support comes an even greater responsibility to steward resources well.

Over the past year, we have placed strong emphasis on financial discipline and governance. We have strengthened policies, refined internal controls, and built clearer structures to ensure accountability and sustainability. While we have made meaningful progress, we also recognise that this is an area for continuous improvement. We will continue to refine our practices, ensuring that we manage resources responsibly and uphold the trust that funders, partners, and the community place in us.

We are deeply encouraged by the growing number of funders who believe in our mission. Beyond inviting them to witness our programmes and engage directly with our youth, we are committed to enhancing how we communicate impact. In the year ahead, we look forward to establishing more regular communications — through structured reports and curated compilations of our beneficiaries' work — to complement these on-the-ground experiences and provide deeper insight into the change their support makes possible.

At the start of 2022 when I joined Tasek, our organisation was a team of 12. Today, we have grown into a community of more than 30 full-time staff, alongside 20 freelancers and many dedicated volunteers. Despite this growth, we remain committed to holding dear the close-knit culture that defines us — taking the time to know the people behind the work and nurturing genuine relationships, because it is the human connection that drives our mission.

We now find ourselves at a pivotal stage of organisational development. We are implementing more robust systems, clarifying roles, strengthening processes and building leadership capacity across teams. These systemic changes are necessary to sustain our impact for the long term.

Yet even as we formalise structures, we are intentional about preserving one of our core strengths — our nimbleness. Our ability to respond quickly to emerging needs on the ground has always defined us. Families and youth trust us because we act with urgency, empathy and flexibility. As we mature organisationally, we remain committed to retaining this responsiveness and heart.

I would like to express my deepest appreciation to our Board for their proactive leadership and guidance. Each member brings distinct strengths and perspectives, and together they have provided clarity, courage and wisdom as we navigate growth and change.

To our staff — thank you. You have remained steadfast through transitions, adapting to new systems while continuing to show up wholeheartedly for the families and youth we serve. You are not only service providers; you are advocates, mentors and anchors of stability. The work we do is not confined to office hours. It takes a special kind of dedication to commit evenings and weekends because you believe deeply in the mission. I am continually humbled by your commitment and resilience.

Growth brings complexity, but it also brings possibility. As we move forward, we do so with strengthened governance, clearer systems, and an unwavering belief in the communities we serve. Thank you for journeying with us as we continue building an organisation that is both disciplined and dynamic — grounded in accountability, yet driven by heart.



Kamsinah Sadar
General Manager



Executive Management's Message

At the heart of Tasek Academy and Social Services is a simple but enduring belief: every individual we serve deserves to be seen, supported, and given the opportunity to grow. Over the past year, we worked alongside children, youth, and their families facing complex social challenges, creating safe and purposeful spaces where confidence and agency can be strengthened.

Across our programmes, we expanded opportunities for youth leadership and participation, including initiatives such as Project DREAM. We observed encouraging signs of progress - stronger engagement, greater initiative, and a growing willingness among youth to step beyond familiar boundaries. While growth is rarely linear, these developments reaffirm the importance of consistent relationships and relevant learning experiences.

This year also marked a phase of consolidation for Tasek. We strengthened programme design, including a more inquiry-based approach in academic coaching, enhanced coach and mentor development pathways, and refined monitoring processes to ensure our interventions are compassionate, evidence-informed, and sustainable. We are deeply grateful to all who continue to believe in and journey with Tasek.



Muhammad Sufri Ramli
Lead Manager

Within the Tasek family, we remain steadfast in our vision of uplifting individuals and families in vulnerable or disadvantaged situations. Guided by this purpose, every member of our team works with dedication to help beneficiaries find strength in navigating life's challenges. We celebrate joyful moments when our youth excel in academics or sports, and we unite to find the best ways to walk alongside those in need. Each step we take together brings renewed hope.

With the completion of the Beacon, we are excited to expand our support for the community and our beneficiaries in this new space. We extend our heartfelt gratitude to our Board of Directors for their steadfast guidance, and to our donors and funders whose generosity empowers us to make a lasting difference.

Let us continue to carry forward this good work and positive energy!



Doreen Chan
Management Executive

Tasek has remained steadfast in providing our children and youth with a safe and nurturing space to develop — through purposeful programmes, meaningful mentorship, and unwavering care. Guided by our mission, we continually reflect on the insights gained over the years, using them to refine, strengthen, and deepen the work that we do. At the heart of this is our mentorship model, which offers our children and youth measured support at the right time, as we journey alongside them to discover their strengths and realise their full potential.

On the programmes front, we have taken a step forward by expanding our East football programme to include a girls' team. What fills me with immense pride is not just the number of girls who have stepped onto the field both in the East and West, but the strong, united team they have become — one that champions character, resilience, and personal development alongside sporting excellence. Beyond the pitch, our Casework and Mentoring team have worked closely together to provide tailored support for each young person, while our Educational Support team has partnered with our youth to help them make meaningful progress in their academic journeys.

This wraparound support is essential to the well-being and growth of our children and youth — and it begins with the various teams that work hand in hand, across disciplines, with a shared purpose. Building this level of collaboration has not been easy, but it is something we are constantly building and refining.

None of this would have been possible without the dedication and belief of our board members, staff, and volunteers. Together, we have achieved so much this year, and with renewed commitment and hope, we look forward to the year ahead and the many lives we will continue to impact.



Dr Nurul 'Ain Azman
Lead Manager

Executive Management's Message (cont'd)

Tasek's work with children and youth continues to bear quiet but encouraging fruit, even as this reporting year spans my own transition back to the Ministry of Education from January 2025. It has been a privilege to remain connected to Tasek as a volunteer, organising focus group discussions, mentoring, and checking in with the young people who first journeyed with us through the Tasek camps and other programmes. Their stories of growth are a powerful reminder that the circles of support Tasek builds do not end when a programme cycle, or even a staff appointment, comes to a close.

What has heartened me most are the early signs of flourishing among our past campers and youth mentees. Some have stepped into leadership roles as they adapt to post-secondary school life, carrying forward the same positive spirit of enthusiasm, self-worth, peer support and responsibility that was honed at Tasek. Others are now pursuing clear pathways in hospitality, social services and outdoor adventure, aspirations that go beyond the familiar dream of football alone and signal a broadened sense of what success can look like for young people from our neighbourhoods. This growing confidence, often expressed more in steady commitment than in words, is a testament to Tasek's long-standing emphasis on immersive engagement, purposeful connection via wraparound mentoring and enriching learning journeys that combine nature, culture and nurture.

The insights gained at Tasek, including seeing our youths go on to teach silat and lion dance to peers in regional exchange programmes by the National Youth Council Singapore, will continue to shape the questions I ask and the solutions I seek as a practitioner. Tasek's example of grounded, community-led support will remain a constant reference point, and my hope is to return with deeper perspectives and tools to strengthen the ecosystems that enable every young person, regardless of background, to thrive.



Suhaimi Zainal Shah
Lead Manager
(Left 31 December 2024)

This past year, we have further advanced the Tasek method: combining intensive, developmental activity — football, art, dance, academic study, camps, and volunteering — with social support to stabilise life conditions.

Trust lies at the core of this interface between people of the community and the Tasek staff embedded in it. Where trust is concerned, there has simply been no replacement for the weekly, developmental programmes attended regularly, and in many cases more than twice a week, by the community's children and youth. Young people represent Tasek — in fiercely contested sports competitions, at public arts events, and through all forms of activity in the community — at the same time as they or their families are represented by Tasek. The effectiveness of this dynamic is evident in the particular occasions over the past year when Tasek boys and girls continued to thrive and excel in specific domains, despite their families facing considerable, at times immense, difficulties.

Older youth in the 18 to 25 age range have contributed more than ever before to the successful running of our programmes over the last year. Typically as assistant instructors, but in a few cases as junior leads, having attained the requisite professional experience and proven themselves on the job. They enliven our work and activate new nodes in the networks of trust in the community.

As Tasek broadens its ambitions in the coming years — with the expansion of its more recently established programmes in the east and the opening of its new multidimensional community space in the west — these reservoirs of trust will continue to form the basis of the relationship between community members and Tasek staff, to be drawn upon and continually replenished from all sides.



Arivan Shanmugaratnam
Lead Manager
(Left 31 August 2025)

Leadership

When darkness comes I'm confused
So the sun helps me

As the sunrise shines
We fly high with each other
Memories last long

- Nabil Abuzar Bin Issa



Nabil, Mer Ling and our campers speaking at our 10th Anniversary by the "campfire" (batteries included)

Governing Board

S/N	Name	Title	Date of Appointment	Designation
1	Jane Ittogi	Chair	14 Dec 2014	Lawyer
2	Darren Tan Tho Eng	Director	14 Dec 2014	Deputy Managing Director Invictus Law Corporation
3	Muhammad Falzal Bin Othman	Director	01 Nov 2016	Director, Halal Development Majlis Utama Islam Singapura
5	Dr Suriani Suratman	Director	21 Feb 2017	Senior Lecturer National University Singapore
4	Chew Chih-Lin David	Director	03 Mar 2017	Partner Deloitte LLP
6	Sardar Aslam	Director	06 Dec 2018	Chief Executive Officer Institute for Human Resource Professionals (IHRP)
7	Dr Siti Shaireen Selamat	Director	29 Dec 2021	Dean, Faculty and Leadership Development National Institute of Early Childhood Development
8	Pooja Bhandari	Director	11 Jan 2022	Founder EveryChild.SG
9	Chia Boon Tai	Director	03 Aug 2023	Retired
10	Dr Joshua VM Kuma	Director	03 Aug 2023	Managing Director – Investment & Corporate Affairs EQT Partner Asia Pte. Ltd.
11	Chua Kok Yong	Director	1 April 2024	Retired
12	Wang Qian	Director	5 February 2025	Director Robust Management Services
13	Elizabeth Fong Kim Gek	Director	11 July 2025	Director, Head of Corporate Focus Law Asia LLC

Board Members who have served for more than 10 years are the founders of the organisation.

Governing Board



Jane Ittogi
Chair



Darren Tan Tho Eng
Director



Muhammad Faizal Othman
Director



Dr Suriani Suratman
Director



Chew Chih-Lin David
Director



Sardar Aslam
Director



Dr Siti Shaireen Selamat
Director



Pooja Bhandari
Director

Governing Board



Chia Boon Tai
Director



Dr Joshua VM Kuma
Director



Chua Kok Yong
Director



Wang Qian
Director



Elizabeth Fong Kim Gek
Director

Patron

Mr Tharman Shanmugaratnam

Advisor

Mr Shawn Huang

Executive Management Team



Up in the air, Aniq Suhail, 17, (in blue) from Tasek Sailors West B17 winning the ball during a Singapore Youth League (SYL) match

Name	Designation	Date of Appointment
Kamsinah Sadar	General Manager	7 Feb 2022
Muhammad Sufri Ramli	Lead Manager Outreach, Development & Mentorship	7 Apr 2022 (joined on 28 Jun 2021)
Dr Nurul 'Ain Azman	Lead Manager SG Cares Volunteer Centre @ Jurong Outreach, Development & Mentorship	7 Feb 2022
Doreen Chan	Management Executive	17 May 2022
Suhaimi Zainal Shah	Lead Manager Outreach, Development & Mentorship	3 Jan 2023
Arivan Shanmugaratnam	Lead Manager Outreach, Development & Mentorship	19 Oct 2024

Our People



Tasek staff having fun playing catch in the water at our team retreat.

The Tasek Family



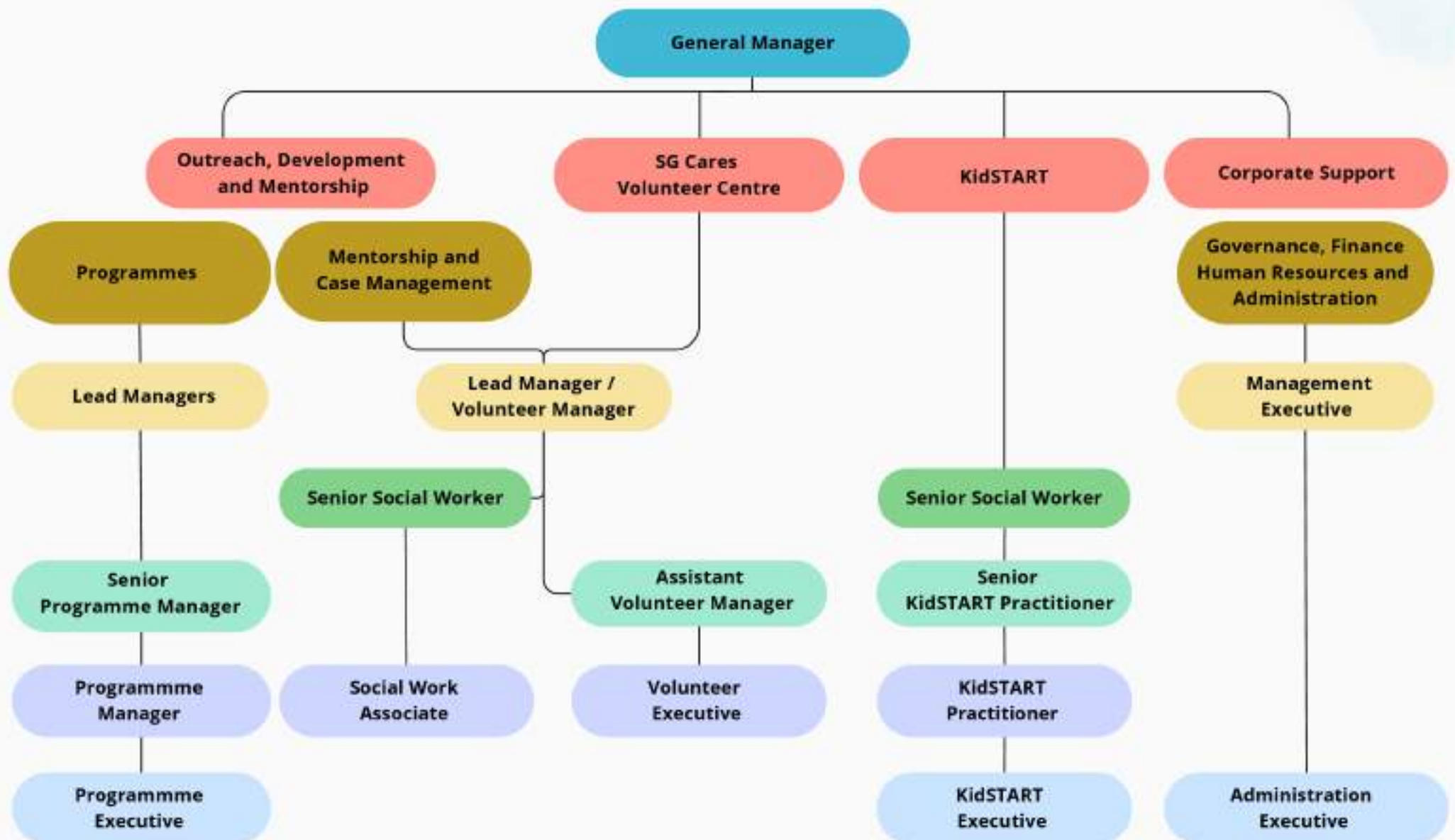
Row 1, Left to Right: Tong Ming Yuan, Azizul Hakeem Abdul Aziz, Muhd Darwis Hussien, Sharan Raj Tamilvaanan, Arivan Shan, Muhd Sufri Ramli

Row 2, Left to Right: Doreen Chan, Kamsinah Sadar, Soh Rong Zi, Raji Manickavalli, Shamena Begum Mohd Yasin, Seline Kok Xin Hui, Syarini Asa'ari, Nurhannah Qistina Roslan, Lau Jun You, Gayathiri Sivaraj, Shirley Ng, Yap Xin Yi, Shiva Shankari Shabrina, Douglas Sandasamy Richard

Row 3, Left to Right: Nurul 'Ain Azman, Azeanna Sukaimy, Norsyiqqa Naadiya Norman, Sakinah Sukaime, Nurhuda Ibrahim, Huang Jia Xin, Barath Mani, Chua Yi Jie, Muhd Irham Dzikri Shaflee, Darwisy Abdul Rahman, Muhd Aaqil Ahmad, Siti Nadiah Mahfod

Organisation Chart

Team Roles and Flow in Decision Making



Welcome Home Tasek Alumni

*As this journey ends
Watching the sunset with you
Warmth surrounding me*
— Shafira

*Cheer for their rise
Don't judge people from outside
Beautiful sunset*
— Hulikah



Irham, 23
Since 2012
Full-Time Staff



Afiq, 23
Since 2013
Youth Coach



Ali, 23
Since 2015
Youth Coach



Irfan, 23
Since 2017
Youth Coach



Hulikah, 18
Since 2018
Youth Coach
Assistant Camp
Facilitator



Iva, 20
Since 2020
Youth Coach



Mazleena, 22
Since 2020
Facility Warden



Sarrinah, 20
Since 2020
Youth Coach



Athirah, 18
Since 2022
Youth Coach
Assistant Camp
Facilitator



Edly, 18
Since 2022
Youth Coach
Assistant Camp
Facilitator



Husaini, 20
Since 2022
Youth Coach



Hardy, 17
Since 2023
Assistant Camp
Facilitator



Ikhsan, 17
Since 2023
Youth Coach
Assistant Camp
Facilitator



Azryl, 17
Since 2023
Youth Coach
Assistant Camp
Facilitator



Faiqah, 19
Since 2023
Youth Coach



Putri, 19
Since 2023
Assistant Camp
Facilitator

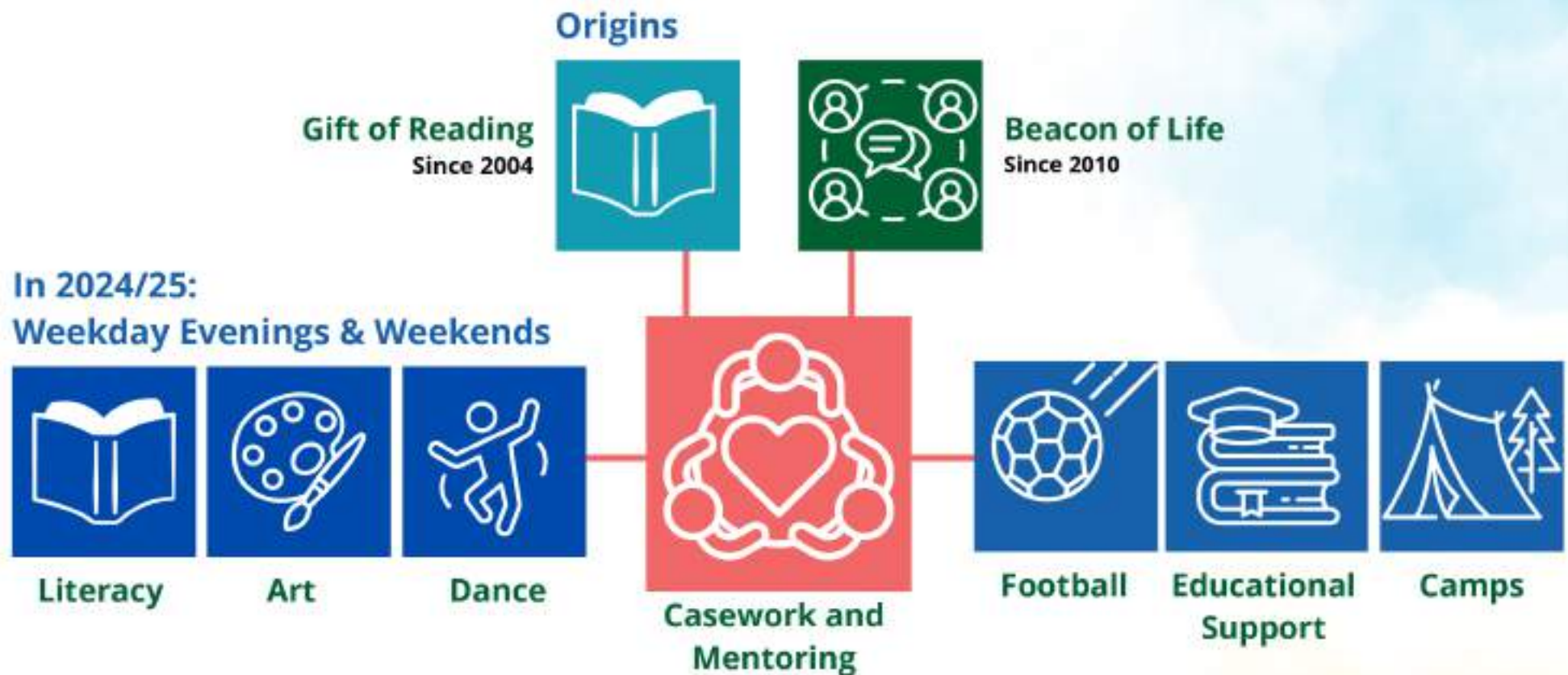


Zulhaqimi, 17
Since 2023
Youth Coach
Assistant Camp
Facilitator



Shafira, 19
Since 2023
Assistant Camp
Facilitator

Tasek at a Glance: Programmes



Partnered Programmes
(Government)



Tasek at a Glance: Developmental Journey & Values



Values

- Uplift the most disadvantaged
- Enable them to find strength and capability so that they can do good for others



Casework & Mentoring

- Four Mentorship Areas: academic coaching, education and career guidance, developmental opportunities, and general mentoring
- Address individual challenges
- Collaborative intervention with families and relevant organisations



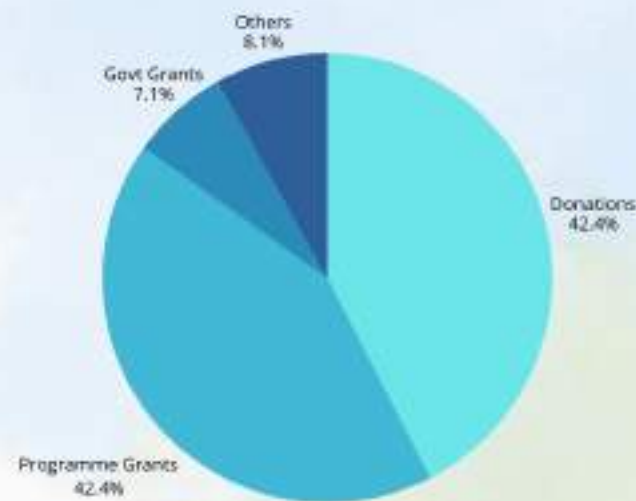
Generative Ecosystem Living Values in Action

- Community Service
- Residential Camps
- Testing values in action
- Consistent 24/7 time and attention

Financial Highlights

Income

This financial year, our charity's income increased by 17% from \$2.68m to \$3.16m, with donations forming the largest source of funds. Our charity reached out to more partners for mid- to long-term support to align with the needs of our programmes, which is a long-term mentorship journey.



Income = \$3.16m

Expenditure

Our charity's expenses have risen by 10% over the last financial year, driven largely by the costs associated with staffing our multiple programmes. We continue to keep administrative costs low by ensuring that the majority of our staff are actively involved in front-facing work.



Expenditure = \$2.92m

Major Financial Transactions

Our income

The large increase in donations received reflect the confidence of donors in our work and provides us with more resources to deepen our work.

Our expenses

Our expenses are allocated to 3 departments:

- 1) our core internal programme: Outreach, Development and Mentorship at \$1.56m,
- 2) KidSTART partnered programme at \$1.04m, and
- 3) SG Cares Volunteer Centre partnered programme at \$0.32m.



Tasek football youth volunteering for a Ramadan ration distribution event at Ar-Raudhah Mosque

Highlights of the Year

>800 unique children and youth

Multiple touchpoints a week



Tasek Sailors youth, their families, Tasek Board and partners at our Annual (for) Night

343 KidSTART children supported



KidSTART families participating in a reading activity

>1,000 engagements for casework and mentorship



Casework and Mentoring team conducting psychoeducation on positive coping skills for primary school children

155 academic mentors trained on Tasek framework



Sufri, Lead Manager, conducting volunteer training based on resources rooted in existing frameworks and tailored by years of on-the-ground insights

144 competitive matches: 7 teams (2 are girls' teams)



West JSSL G17 team cheering in unison before a match

129 Community Partners working with SG Cares VC @ Jurong



Third Volunteer Appreciation Lunch with our dedicated volunteers and community partners

Highlights of the Year: Literacy and Dance

Growing Love for Literature through GIFT

Growing Imagination for Tomorrow (GIFT) went through a reorientation under the guidance of Board's Dr Siti Shaireen to focus on reinforcing learning in school, making learning fun and encouraging creative expression — with clear tracking indicators.

Volunteer-led, 1:1 Child-to-Facilitator ratio

GIFT is distinctive in being volunteer-led, enabling us to maintain a 1:1 child-to-facilitator ratio and closely track each student's literacy progress. This is made possible by a strong volunteer management system that includes standardised onboarding, specialised training, defined autonomy in programme delivery, weekly check-ins to address operational challenges, and regular bonding sessions. By placing volunteers at the forefront and equipping them with structured support, we are able to deliver personalised guidance that nurtures each child's confidence and love for the English language. This has enabled an impressive volunteer retention rate of 52%.



GIFT volunteers having an individualised session with our students over a reading game

Building Confidence, One Dance at a Time

Dance Lab continued to grow as a platform of development for students to develop confidence, discipline and physical self-expression. This culminated in an internal showcase held in November 2024.

National Day Public Performance

Another milestone for the dancers was the public performance at the Taman Jurong Community Club's National Day celebration on 2 August 2025. Preparation involved weeks of training, choreography and rehearsals that focused not only on technique but also teamwork, musicality, and stage confidence. The choreography gave students space to create solo segments, fostering creative ownership. Students were also given the opportunity to introduce themselves on stage, strengthening confidence beyond technical performance.

Parents supported with hair, makeup, and photography, proudly celebrating their children's public performance while community members responded warmly, recognising both the dancers' skills and growth.



Tasek Dance Lab lifting the energy of the crowd with their performance at Taman Jurong National Day Carnival

Highlights of the Year: Football

Tasek Sailors Football Continues to Grow

Tasek Football experienced remarkable growth, expanding from 17 teams in 2024 to 20 teams in 2025 (a team is 20 to 25 players). A clear testament to the programme's appeal and the dedication of our players and coaches.

Tasek football programme has special features: we run 23 free sessions every week. We build in educational support, and also wrap around our football sessions with our casework to support any player with immediate or family problems, and also stand by to mentor anyone looking for help.

This expansion in one year reflects not just increased participation across our West and East centres, but our strengthened commitment to provide structured pathways for young footballers to develop, compete, and thrive.

Opportunities for Girls

We also develop girls through football, and scored several firsts: we sent our first West girls U14 team for the Singapore Youth League (SYL), first girls U17 team for Junior Soccer School and League (JSSL), and started the East Girls football team in April 2025, with the goal of mirroring the girls team in the West.

With the launch of both Development and Competitive teams in the East, female players now have more opportunities than ever to train in a supportive environment, challenge themselves on the pitch, and progress through clearly defined footballing pathways.



Highlights of the Year: Football

Tasek Sailors Football Continues to Grow (cont'd)

Equal Attention, Playing Against the Best

Within our existing teams, our enhanced presence in the SYL and other competitions has allowed more players — both girls and boys — to test their skills against the best, gaining invaluable experience and building discipline, teamwork, and confidence along the way.

Character Development

These milestones go beyond numbers — they reflect the deepening of our football ecosystem. By broadening opportunities for our juniors team, creating competitive pathways for girls, and strengthening our involvement in high-level competitions, Tasek Sailors are shaping a culture of “character first and then football excellence”. Each training session, each match, and each tournament becomes a grounding stone for personal growth, skill development, and a lifelong love of the game.

The programme expands opportunities, nurtures talent, and raises standards, solidifying Tasek Sailors as a leading force in community football and its development of disadvantaged youth through football in Singapore, and inspiring the next generation of players with character, both on and off the field.



Highlights of the Year: Casework & Mentorship

Strengthening School Partnerships and Extending Youth Support Beyond Programmes

In 2025, a key strategic focus was strengthening of partnerships with schools to enhance early identification and sustained support for youth with emerging and complex needs. These partnerships enable our commitment to supporting youth beyond our programmes, like football, and to address broader emotional, behavioural, and family-related challenges.

Personal Intervention

Collaboration with schools evolved from primarily programme-linked referrals to more integrated and proactive partnerships. Through regular communication with school counsellors and educators, and joint case discussions, we were able to intervene earlier and provide more coordinated casework and mentoring support.

This also enabled us to reach youth who were not regular participants, ensuring continuity of care across school, home, and community settings. Among these irregular participants: those with high absenteeism, involved in police cases, with failing coping mechanisms and family risks calling for close monitoring and visibility through schools. These issues have also been our top three highest presenting issues in the past year.

Expanding Network of School Partnerships

While programmes such as football continue to serve as key engagement platforms, school partnerships have enabled consistent follow-up, individual mentoring, family work, and crisis intervention where needed. This holistic approach has helped address underlying risks, stabilise situations before escalation, and support schooling youth more meaningfully in their daily environments.

To date, **we have worked with a total of 28 schools nationwide** (indicated by the green flags on the map), not including case conferences and joint intervention with the respective schools and relevant social service agencies in Singapore.



Commitment to Mentorship — Collaborating with Schools

Partnering closely with schools provides a deeper understanding of the challenges youth face, allowing our mentoring to be more targeted and responsive. It also positions us as advocates for the youth, highlighting both their needs and their strengths for the school to leverage. Our commitment to mentorship now extends beyond individual support within our programmes to include collaboration with schools — an environment where youths spend much of their time — ensuring more holistic and sustained guidance.

We will continue to deepen school partnerships to ensure sustainable, holistic support for youths — aligning with our mission to support youths beyond programmes and into long-term positive development.



Our partners from schools, SSOs, FSCs and other SSAs sharing about collaborations before Tasek Sailors Iftar Night



Sakinah, Senior Social Worker, in session with one of our youth

Highlights of the Year: Educational Support

Educational Support for our Footballers Using the Train the Trainer approach

Structured Mentor Development Framework

To support our Academic Coaching volunteers, Tasek has developed a structured mentor-development framework designed for working with struggling learners who often experience low confidence and repeated academic failure. To address these challenges, Tasek created training modules where all mentors/volunteers undergo foundational training in tested Behaviour Management (AC01) and the QUEST Inquiry-Based Learning Framework (AC02), equipping them with essential skills to manage challenging behaviours without harming self-belief, and to move beyond rote drilling towards cultivating motivation, persistence, and the joy of learning.

Structured Frameworks and Tools

Beyond training, mentors are equipped with structured teaching resources such as textbooks, thinking routines, and AI-enabled tools including TAMOS (Tasek Academic Mentor Online Support) and TASS (Tasek AI Study Support), which provide timely pedagogical and content support during sessions. Ongoing on-the-ground feedback, post-session debriefs, and peer learning further strengthen mentors' practice.

As one mentor/volunteer shared, the training and support helped them feel "more prepared and confident" in sessions, while another highlighted that having access to structured frameworks and tools enabled them to support learners.

Together, this ecosystem of training, resources, and relational support empowers volunteers to grow as mentors while better supporting our learners' confidence and learning journeys.

Our Work in a Glance

199

total mentees

104

mentees in football

129

total mentors



Volunteers had a chance to explore hands-on manipulatives.



Tasek Staff - Sujri, Gaya and Audree with our volunteers post-training

Highlights of the Year: KidSTART



KSP Si Yun and KSE Syqa sharing reading strategies with parents



KSP Xin Yi encouraging a parent to share her own experience reading with her child



KSP Huda engaging a parent on quality play time during a home visit

Tailoring Family Engagements and Deepening Specialisation with KidSTART

For KidSTART, the revised service model - being home visits as the primary mode of service delivery - has enabled us to tailor the delivery of the programme. Much was learnt about our families through the home visits, and with this knowledge our KidSTART Practitioners (KSPs) are able to pace the content to be shared, prepare appropriate materials, offer flexibility of the location of engagement and vary the dynamics of the conversation. At the heart of this is the understanding of each family as individual persons, how to build relationships with these individuals, and how they can and want to be supported.

Structured capability development

With the understanding of the complexities, there is a need to ensure that KSPs are equipped to carry out the different facets of their work. The year has seen a more structured approach in capability development — both external by KidSTART Limited (KSL) and internal by Tasek such as group supervision, peer mentorship and further specialised training. Developing a mentoring structure, applying a Home Visitation Rating Scale (HOVRS), providing supervision platforms, offering specialised training and tapping on Multi-Disciplinary Team (MDT) experts are some of the areas that were looked into during the year.

Finally, with KidSTART being rolled out across the country, there is a greater need to coordinate with partners when supporting families. The year has seen many working meetings with government agencies and community partners as we streamline processes and ensure role clarity. The sessions have been most helpful in guiding our KSPs.

“KidSTART has truly made a positive impact on me as a parenting journey. Their well organised events, combined with essential resources support seem like a perfect way to ease the burden of parenting while still offering enriching experiences for my son. During every session with our practitioner Yi jie, my son demonstrates increased efforts to communicate through colouring, writing or reading. I view these moments as meaningful rewards and evidence of his development process. I feel great to have this support, not only for my son's growth but also making things more manageable for me.”

Ms Regina, parent of Xanxus, 6yo



Highlights of the Year: Volunteer Centre

SG Cares Volunteer Centre @ Jurong Championing Asset-Based Development in Jurong Town

Tasek grew on volunteers' generosity, and today we are grateful to be part of a national programme that places where volunteers should be - at the heart of a caring inclusive society. We are happy to champion the national asset-based community development in Jurong town and commit to build interest-based and purpose-driven micro-communities. Drawing on strengths of volunteer groups, we worked closely with The Resonance Project (Reso), founded in 2021, which is a youth-led volunteer ensemble that demonstrates this approach in practice. Since June 2025, Reso has been conducting weekly sessions at Thye Hua Kwan Active Aging Centre at Taman Jurong. SG Cares VC @ Jurong supports this partnership by connecting the volunteer group with the centre, structuring the programme, and establishing a consistent weekly rhythm. Every Saturday, approximately five youths from Institutes of Higher Learning (aged 15-20) facilitate free ukulele sessions for an average of eight seniors per class.

Intergenerational Interactions — In Harmony

Through regular participation and shared music-making, a self-sustaining micro-community has taken root — one that is inclusive of both new and returning seniors. Seniors and youth co-select the pieces they wish to learn, which fosters shared ownership, agency, and intrinsic motivation. Beyond music instruction, the sessions create opportunities for inter-generational dialogue. These interactions surface deeper insights into active ageing and strengthen mutual understanding and empathy across age groups.

Responsive Stewardship — Deep in the Community

SG Cares VC @ Jurong maintains continuity through regular check-ins with both volunteers and the centre. This ongoing stewardship ensures alignment, supports volunteers, and enables the programme to respond to emerging needs. The asset-based model that the VC utilises leverages existing skills and interests within the community and serves as a prototype for future programmes: small, committed micro-communities anchored by shared interests, sustained relationships, and a common purpose.



The Resonance Project, a youth-led volunteer group conducting Ukulele weekly sessions for seniors at Thye Hua Kwan Active Aging Centre

Our Work



Volunteer Teacher Siti conducting a Big Book Reading session during GIFT programme.

Outreach, Development and Mentorship

Tasek's Own Programmes

2,554

Total engagement sessions

810

Total beneficiaries

1,125

regular programme sessions

296

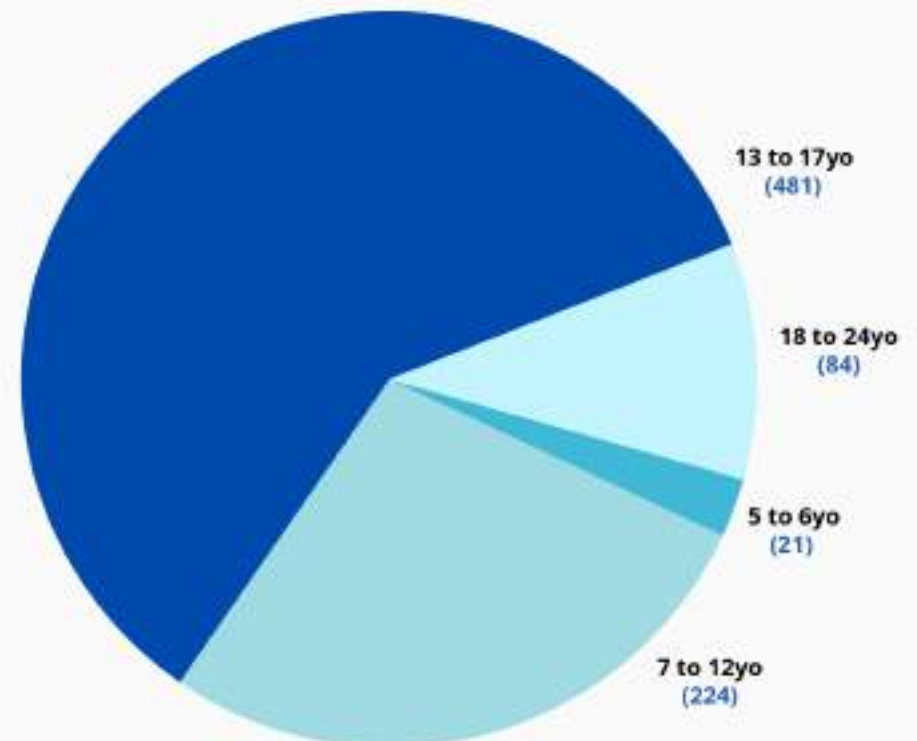
regular drop-in sessions

588

mentoring sessions

545

casework sessions



Beacon of Life

Rebuilding Lives, Restoring Families



BOL continued our outreach effort in a sharing to members of the Malay/Muslim Organisations Rehabilitation Network (MMORN) in February 2025.



BOL's first ever overseas family trip to Batam. The members thoroughly enjoyed themselves at the Batam Zoo and explored places of interest.

Beacon of Life (BOL) is Tasek's very first community-based programme for Taman Jurong residents, supporting ex-inmates and their families as a ground-up initiative run by volunteers since 2008.

In fact when ex-inmates who had met then Minister Tharman, MP for Jurong GRC, were invited to volunteer, Kim Whye Kee, potter, ex-gang leader responded. Together with Darren Tan, another known ex-inmate turned lawyer, they founded Beacon of Life in 2010. Today, Whye Kee will be Resident Potter with Tasek, and Darren Tan is a Board Member.

Their lives tell the story: that helping others is a pathway to personal transformation, BOL, at its founding decades ago, and now, seeks to support members in rediscovering their strengths and empowering others in the community to do their best.

Today the programme has evolved to meet increasingly complex needs of families. It has the following five objectives:

Our Aims



Enhance emotional and social support among BOL members, developing a sense of community



Enhance employable skills through workshops and upskilling courses



Meet immediate needs of families



Reduce recidivism rate in the long-term

Beacon of Life

A Journey of Second Chances

Partners and sponsors, like HSBC, enable us to work with families for meaningful and impactful activities. BOL now offers six types of ongoing forms of service delivery:

Support Groups



Family Outings



Workshops



Skills Upgrade



Community Projects



Start-up Grant



Last year Tasek appointed Mustakem Bin Muhd Rais as a facilitator/mentor for our members. Mustakem has been a desistor since 2011 and a BOL member since 2020. He provides ongoing mentoring support for our members through in-house sessions and home visits. He is also an appointed ELECT peer leader by Singapore Prison Services, where he has received training on how to facilitate group sessions and the opportunity to go on learning journeys to other organisations that focus on desistor work. His positive disposition and resilience has been positive for all our members.

“

I decided to become a community facilitator as I would like to continue to be a positive influence on my peers. I also wanted to contribute back to Tasek for helping me in my journey. Together with everyone, we are learning every day and being a community facilitator helps me appreciate my life more. It makes me happy knowing that I play a part, even if it is small, in their journey of change.

”

Mr Mustakem, BOL Community Facilitator (pictured below)



Beacon of Life

Diving Deep into Complexities

The reintegration process has never been easy, and has grown increasingly complex. Members face multifaceted challenges, including employment instability, financial strain, family tensions, and the persistent stigma associated with incarceration. Many families require structured support even before release to ensure continuity of care and smoother transition into community living.

The growing need for sustained mentoring, stronger family engagement, and coordinated multi-agency collaboration underscores the importance of a community-based programme like BOL. As members navigate practical and emotional challenges, timely and relational support remains critical in strengthening long-term stability and reducing the risk of reoffending.

In response, BOL adopts a relational and strength-based mentoring approach, journeying closely with members across different phases of reintegration. Mentors work alongside members to develop practical life competencies such as financial management, goal setting, employment readiness, and relationship skills.



Through structured workshops, peer support groups, and individual mentoring conversations, members are supported in building accountability, resilience, and self-efficacy.

Recognising that reintegration requires collective effort, BOL actively partners with formal and informal community systems to provide holistic and coordinated support. This ensures members and their families receive timely assistance in areas such as employment placement, housing stability, financial aid, and social reintegration. Beyond stabilisation, BOL places intentional emphasis on identity transformation and contribution. Members are encouraged to participate in community projects and peer support initiatives, moving from recipients of assistance to contributors within the wider community. Through meaningful participation, the programme seeks to strengthen members' dignity, sense of belonging, and long-term desistance from offending.

Our Work in a Glance

54

unique beneficiaries served

29

engagement sessions

30

received household items support

82%

trust BOL staff and mentor for help

82%

are confident of preventing a relapse

100%

look forward to family outings

>70%

have support from family or friends

Beacon of Life

Upcoming Plans



The first of the 4-session workshop conducted by SmartCo and Temasek Polytechnic on financial literacy and savings tips, in July 2025.

“ I have been a BOL member since 2017. Tasek BOL staff such as Peng Guan and now Nadiah have been helpful and supportive towards me and my family for all these years. I want to also contribute to BOL and be a part of this programme for many years ahead.

Mdm Masturah, BOL member (pictured with husband)



For the year ahead, BOL will deepen its commitment to member-led growth and community reintegration. The number of ex-inmates we work with do not capture the importance of our work as every family member is also looked after, and BOL also reaches out to many ex-inmates in the community who do not always wish to have their history known or formalised in any way.

Recognising that sustainable change is most powerful when individuals take ownership of their journey, BOL will create more structured opportunities for members to chart their own learning and development. The 19-container building we call The Beacon in Jurong will host art, culture and sustainability activities. Founder of Beacon of Life, Whye Kee will be Resident Potter and BOL and all their family and friends are welcome to embark on an art journey with us, and per chance find their deep strengths as Whye Kee has.



Engagement session with Minister Faishol Ibrahim where community partners came together to brainstorm ideas for collaboration

Tasek Sailors Football

More Than a Game, a Pathway to Holistic Growth

PROGRAMME AIMS

- Skill & Character Development
- Wraparound Mentorship (Academic, Personal Development, Community Building)
- Strive for Football Excellence



CHILDREN & YOUTH PROFILE

- 7 to 21+ Years Old
- Socially Disadvantaged Backgrounds
- Will Greatly Benefit From Positive Role Models



YOUTH LEADERSHIP



- On & Off Pitch Roles (e.g. Captains, Youth Coaches, Managers)
- Community Service
- Camps
- Peer Mentorship

TARGETED MENTORING

- Safe and Nurturing Environment
- Regular Check-Ins
- Individual Support
- Group Guidance
- Workshops



FOOTBALLING STRUCTURE

- Weekly Training
- Development, Competitive Training Groups
- Competitions & Friendlies
- Life Skills Development



FOOTBALLING PATHWAYS

- Representing Tasek Sailors in Singapore Youth League, JSSL, Pesta Sukan, Hearts Football League, Islandwide League and Other Tournaments
- Progress to Established Clubs



In 2024/2025:

520 Total Football Participants

312 Regular

47 Weeks of Training
 23 Weekly Training Groups*
 8 Competitive Teams**
 144 Competitive Matches
 6 Training Venues***
 13 Coaches
 10 Tasek Youth Coaches current or past Tasek participant
 34 Adult Volunteer Mentors

Structure

85 Tasek Youth Receiving 1-1 Mentorship
 553 Mentoring Sessions
 4 Workshops****

Mentorship

60 Tasek Youth Volunteers
 6 Volunteering Activities Participated

Contributions

*Includes Boys' U8, U10, U12, U14, U15, U16, U17, Men's Open, Girls' U14, U17 and development groups

** East SYL B15, JSSL B16, SYL B17; West SYL B14, SYL B15, SYL B17, SYL G14, JSSL G15

***West and East Centres: Millennia Institute, Jurong West Sec Sch, Maryjun Sec Sch, Crest Secondary, & ActiveSG @ Jurong Town

****Goal-Setting, Financial Literacy, Emotional Regulation and Conflict Management

Tasek Sailors Football

More Than a Game, a Pathway to Holistic Growth

The Tasek Sailors Football Programme seeks to uplift children and youth from socially disadvantaged backgrounds through the transformative power of football. While football serves as a strong point of engagement, our primary objective is the holistic development of every child and youth in a safe, structured and nurturing environment. Grounded in Positive Youth Development (PYD) principles, the programme addresses social and developmental challenges through structured football training, personalised mentoring and intentional life skills development. For children and youth with more urgent or higher needs, our casework team works closely with families, schools and relevant community partners to provide coordinated and timely support.

We carried out impact measurement survey with our footballers (n= 126) for 2024/2025 and here are the key results for 6Cs of PYD:

<p>Competence 78.2%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "My football skills have improved since the start of the year" • "The coaching I received helped me become a better football player" 	<p>Caring 78.8%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "I feel more caring and understanding towards others" 	<p>Confidence 76.1%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "I feel more confident in my football skills this year" • "I am better at setting goals for myself and working towards them"
<p>Character 78.8%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "I feel I have become a better leader on and off the field" • "I have learned values like teamwork, confidence and discipline" 	<p>Connection 80.0%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "I feel comfortable sharing my thoughts and feelings with staff and mentors" • "Tasek staff and mentors have made a positive impact on my life this year" 	<p>Contribution 77.6%</p> <p>agreed that</p> <ul style="list-style-type: none"> • "I want to contribute more to Tasek and the community I live in"

Our PYD approach is nested harmoniously within our Theory of Change.

Within our Theory of Change, beyond expanding our training groups and competitive teams, we have focused on strengthening pathways for our youths' growth in three key areas:

(1) leadership opportunities, (2) progression into youth coaching roles and volunteering in Tasek's developmental ecosystem, and (3) the pursuit of football excellence. Through these efforts, we aim to equip our youth with a sense of peak achievement, and the confidence, discipline and life skills needed to thrive both on and off the pitch. It will be noted that on the pitch itself, our football programmes are designed to have multi-points of support (see diagram).

A typical team, with 25-30 players will be supported by:



" I love it when the coaches teach us about new skills on and off the pitch, they would always organise matches to play against our own team to increase our confidence on the pitch. "

" Helps me to improve myself in football and in my studies through the study session "

" All the trainings I had with the girls because it made me closer to them ❤️ "

" Becoming a SYL player. It has made me so proud of myself, that all the hardwork was worth it. I want to say thank you to the coaches and staff for helping me and making this possible. "

Tasek Sailors Football

Developmental Opportunities

Youth Leadership in Action at Tasek Sailors Football Charity 2025

A key feature of the scale and demands of this year's event was the developmental opportunity provided to our post-secondary youth, who stepped up as youth volunteer leaders. Four youth took on senior leadership roles as Event Director and Assistant Event Directors, while another fifteen served as Team Managers, Business Managers, Media Managers and Logistics Manager.

Together, they oversaw a wide span of unconventional duties including planning, coordinated logistics and media coverage, and ensured the smooth flow of the day's programme, which included the charity tournament, youth matches, and professional workshops.

Through this experience, demanding and real time with an important spectrum of consumer- audience of Board Members, well known national footballers and club managers - the youth developed leadership, teamwork, event management, and public communication skills, while gaining confidence as role models to their younger peers. Who were also present in their hundreds. More importantly, they embodied Tasek's values of Discipline, Confidence, and Teamwork, giving back to the very community that nurtured them.

The funds that Lion City Sailors (LCS), with our footballers supporting, helped raise will go towards: deepening wraparound social support, strengthening the girls' football programme, and providing more individualised development opportunities. This reflects Tasek's mission of not only uplifting disadvantaged youths but also nurturing them into confident leaders who positively impact others.

**100+ Tasek Sailors Youth and Families
Participated in Important Signature Charity Event**

Tasek Grown Youth Leaders
Event Director and Assistant Event Directors,
Team Managers, Business Managers and Media Managers

“Serving as Event Director for the Charity Football last year helped me grow as a leader, improving my communication, decision-making, and teamwork skills. Guided by my mentors, I gained valuable experience taking responsibility and thinking ahead, which shaped me into a more confident and capable person.”

Muhammad Husaini Hamzi
Event Director, Tasek Sailors Charity Football



Selected Volunteer Leaders planning the youth tournament and workshop components of Charity Football



Volunteer Leaders briefing youth volunteers on roles and responsibilities for event day



Tasek Youth Business Managers greeting Chair Ms Jane Itag at the Tasek Sailors Charity Football 2025



Post-event debriefing for volunteers, led by Volunteer Leaders

Tasek Sailors Football

Developmental Opportunities

Youth Coaches Development Pathway

In line with our mission to nurture youth and create meaningful avenues for them to contribute to the community, 2025 marked the launch of the inaugural Tasek Sailors Youth Coaching Course. Conducted in June at the LCS Training Centre, the course equipped our youth with the fundamentals of football coaching through a series of theory- and practice-based workshops. **The course was run by our very own Tasek Sailors Football Team**, with senior head coaches from our programme leading the sessions to pass down their expertise and experience.

The main objective of the Tasek Sailors Youth Coaching Course is to provide our youth with a platform to step into the role of a coach and mentor for their younger counterparts. In doing so, they are not only advancing their own skills but also taking responsibility for the next generation of players in the community.

Upon completion, participants embarked on their coaching pathway as **Youth Coaches, each paired with a dedicated Coach Mentor**. Over a six-month period, they undergo structured phases of assessment designed to build confidence, discipline, and coaching competence. This mentorship model not only ensures the youths' technical growth but also instils the values of responsibility and leadership. By the end of the programme, we hope these Youth Coaches will be ready to take on the role of Main Coach while continuing to work alongside their mentors to further refine their capabilities.

A total of 10 youth, aged between 18 to 24, participated in this **elite inaugural run** and have since begun their coaching journey within the Tasek Sailors Football Programme.

“ The Youth Coaches Development Pathway helped me grow not just as a coach, but as a listener, it taught me that guiding others starts with understanding them. ”

Dinzly Ikhsan ,Youth Coach



From players to coaches in the making: Youth sharpening their knowledge during the inaugural Tasek Sailors Youth Coaching Course



From understanding the game to leading sessions: Youth experiencing hands-on coaching practice under the guidance of Tasek senior coaches

10 Youth Coaches (Specially Selected)
From understanding the game to creating Leaders

Tasek Sailors Football

Pursuit of Excellence, Whenever Possible



Our Tasek Sailors Girls West B15 team receiving their medals from Alexander Duric during the prize presentation, alongside their coach, Coach Royana



A season of growth rewarded. Our Tasek Sailors East B16 boys clinching the Division Champions title at the JSSL Singapore National Youth League

Tasek's Growing Presence in Competitive Football, With Increasing Dominance in Girls Football

In 2024, our East JSSL B16 team battled their way to an impressive 1st Runners-Up position in the JSSL League, a testament to their resilience, grit, and teamwork throughout the season.

Building on this spirit, our girls teams took part in the annual Sport5G Pesta Sukan tournament in the Girls U15 category on 13 July 2025. We sent three teams — two teams from our West Centre and one team from our East Centre — making us one of the strongest academy presence. Notably, Tasek teams had the highest number of female coaches and staff present among all academies at the tournament, reflecting our commitment to promoting women in football.

On the field, one of our West Centre team clinched 1st Runners-Up position, while our East Centre team fought their way to the Knockout Stages. Together, these achievements reflect not just results, but the growing strength, exclusivity, and passion within our girls football community.

We also celebrate the efforts of all our B competitive teams across the JSSL and SYL leagues, whose dedication, discipline, and commitment to excellence embody the spirit of our Tasek football programme. Their collective performances laid the foundation for a strong year, and we are proud of every player who represented us with pride, passion and character.

Beyond representing Tasek, our youth who have shown potential in football were sent for trials to Singapore Premier League Youth teams. 13 youth were selected, a testament to our football programme providing pathways for youth to strive for football excellence.

A season of growth rewarded
Top 13 Youth — 7 Girls, 6 Boys
Playing in Singapore Premier League Youth Teams

Casework and Mentoring

Building Stability, from Support to Strength

Casework and Mentoring remain bedrocks of Tasek's mission. We meet each person exactly as they are, through consistent mentors and caseworkers to maintain consistency and trust over time so they feel anchored, seen and deeply valued. To be their home away from home. With this sense of self-worth and belonging, we hope they will in turn accept and help others without prejudice or bias.

Our Aims



Address holistically each individual's challenges within different contexts - familial, educational, behavioural, etc.



Timely and collaborative intervention with families and relevant organisations to establish stability in the immediate environment



Equip youth with socio-emotional competencies, essential life skills, and guidance in education and career pathways.



Ensure consistent 24/7 time and attention, with continuity from schoolwork to individual casework

Recognising the urgency of timely and effective intervention in casework, the team places strong emphasis and focus on both direct casework and collaborative efforts with families and formal support systems in Singapore. We work intentionally and early, ensuring that no youth is overlooked and that each is supported toward greater safety, stability, and clarity in their lives. Once a level of stability is established for our youths and their immediate environments— such as family relationships, basic needs, and educational support — mentoring becomes an integral next step. Through mentoring, we focus on equipping youth with socio-emotional competencies, essential life skills, and guidance in education and career pathways, enabling them not only to cope but to thrive and grow with confidence.

Our Work in a Glance

4000+ hours

Active cases
CANS* assessment
After-hour crises^ reported
Case Conference

^ After-hours crises refers to urgent support given to youth and their families on weekday evenings and 24/7 on weekends

** The Child and Adolescent Needs and Strengths (CANS) assessment in Singapore is a standardized, multi-part tool used by certified professionals to evaluate the needs and strengths of youth, typically in social care, to inform individualised intervention plans.*

Casework and Mentoring

Skills for Today, Strength for Tomorrow

Building Positive Coping Mechanisms

With the rising prevalence of vaping among youth in Singapore, the team took a closer look at the underlying causes.

In response, the team addressed this issue proactively. Through engaging, hands-on activities organised by Tasek, beneficiaries were equipped to **recognise early warning signs of stress, practise emotional regulation, and develop healthy coping strategies** to safeguard their well-being.



Casework team leading psychoeducation workshops on positive coping mechanism and emotional regulation

Expanding Capacity for Emotional Regulation

Through weekly programmes and football matches, the team observed that many youth struggled to identify their emotions and regulate their responses effectively.

In collaboration with Tasek Sailors, **four rounds of emotional regulation workshops** were conducted in June 2025 during the mid-season review, engaging more than 80 youth. These workshops created a safe space for participants to better understand their emotions and apply regulation strategies in the context of football, strengthening their ability to manage themselves on the pitch and identify safe adults — including coaches, Tasek staff, family members, and peers — whom they can turn to when emotions become overwhelming. We hope in time this becomes a training-the-trainers programme.



Hands-on activity to recognise the emotions on the emotions wheel as part of the workshop activity conducted during Tasek Sailors Mid-Season Review

Interest Exploration for Positive Well-Being

Recognising that these youth continued to require support in **exploring and making sense of the world around them**, the team **piloted new initiatives** designed to engage them in fresh and meaningful ways beyond their usual environments.

The programmes provided a creative platform for youth to build discipline, resilience, and positive mentoring relationships, while encouraging them to channel energy constructively and develop self-confidence.



Beneficiaries engaging in different activities

Casework and Mentoring

Tasek Mentorship Areas

Academic Coaching

- Identify learning challenges
- Explore study habits that work
- Rebuild foundation
- Goal-setting



Education and Career Guidance

- Strengths-based
- Map out pathways in existing education system
- Goal-setting
- Resume and interview skills
- Exposure to career pathways



Developmental Opportunities

- Tasek Programmes
- Volunteer Leader Development Pathway
- Youth Coaches Development Pathway
- Leadership Development



General Mentoring

- Develop socioemotional skills
- Role-modeling
- Check in on well-being



At Tasek, we are intentional about supporting the holistic development of children and youth that are diverse, thoughtful and responsive to individual need, recognising that there is no one-size-fits-all approach. Beyond our core programmes, **mentoring remains a central strategy in walking alongside our children and youth, helping them discover their strengths, build confidence, and realise their fullest potential.**

The Tasek Mentorship Areas broadly define the various forms of mentoring provided. Mentoring needs are assessed holistically and in a timely manner by programme managers, caseworkers, and volunteers to ensure that each child receives appropriate and responsive support.

Academic Coaching

We identify children and youth who require academic assistance during regular engagement sessions. Leveraging the strong rapport built with the youth, we intentionally encourage and motivate them to attend academic coaching sessions, as academic focus is often not a natural priority.

This integrated approach enables us to reach youth who may not actively seek help, ensuring they receive the right support through the expertise and resources of Tasek.

Casework and Mentoring

Tasek Mentorship Areas

Education and Career Guidance

During our **major initial intake interviews**, **44% of youth shared that they were uncertain about their next phase in life**. Many are unaware of the range of educational pathways and courses available, often relying solely on their immediate environment for direction — which can be limiting and may not fully reflect their strengths and aspirations.

To address this, **Tasek has developed a comprehensive goal-setting booklet** for youth preparing for national examinations. The tailored booklet guides them in clarifying their aspirations and setting concrete goals, with mentors journeying alongside them throughout the process. Where appropriate, youth are also encouraged to apply for the Early Admissions Exercise (EAE), with mentors supporting them in portfolio preparation and interview readiness.

As a result, **71% of eligible Tasek youth applied for EAE, and 70% applicants received positive outcomes** — reflecting both increased awareness and strengthened confidence in pursuing their desired pathways.



Staff and volunteer mentors guiding our youth on building portfolio and preparing for interview, including having a role-play so that youth are better prepared

Developmental Opportunities

While our programme structures have grown increasingly robust in addressing the diverse developmental needs of our children and youth, we recognise that a select group demonstrated potential beyond our regular programmes. To further stretch and empower them, we have initiated platforms that provide greater ownership and leadership.

For instance, our youth are given the opportunity to plan and execute events such as the Tasek Sailors Charity Tournament, where they take on real-world responsibilities that develop their leadership, teamwork, and organisational skills.

As part of their leadership development journey, the youth led and coordinated a team of volunteers during the event. Their leadership had a tangible impact — **100% of volunteers reported having a positive volunteering experience, and 94% expressed interest in stepping up as volunteer leaders in future initiatives**.

General Mentoring

While the three mentorship areas described thus far focus on skill acquisition, general mentoring places emphasis on relationship and belonging. We intentionally accept our youth without judgement, deepen relationships to understand their strengths and challenges, and create a safe space where they feel safe and valued.

This relational foundation enables us to intervene meaningfully when needed, addressing root issues with timely and effective support informed by our deep understanding of them.

“You are approachable, supportive, and I feel that I can talk to you when I need help or advice. You make me feel safe and listened to”

Noor Iman,
Tasek Youth



“You are always very supportive of me no matter what and always care even though you are very busy. You always try to give me good opportunities and good exposure”

Yori,
Tasek Youth






Educational Support

Supporting our Learners

Tasek's Educational Support ecosystem combines group tuition, 1-1 academic coaching, education and career guidance to help children and youth build foundational skills, and readiness for future pathways. We work closely with learners who have experienced persistent academic difficulties, low confidence, and limited support at home.

Our Aims

	Identify unique needs and barriers to learning for our children and youth, providing accessible, personalised academic support
	Empower our children and youth to make thoughtful choices on their academic pathways
	Build motivation and instil joy in learning

Our Integrated Programmes

<p>Organised Group Tuition</p> <p>Delivery of group tuition classes in Taman Jurong</p>	<p>1-to-1 Academic Coaching</p> <p>In-house individualised tutoring in core subjects (Math and Science)</p>
<p>Pilot Academic Innovations</p> <p>Testbeds for new teaching methodologies and deliveries such as Project JOY and Project BEAM</p>	<p>Education & Career Guidance</p> <p>Guiding our children and youth through critical milestones such as Post-PSLE, EAE preparation, Human Library, ITE/Poly tasters</p>

Why Educational Support Matters

Many children and youth supported by Tasek have experienced years of academic setbacks, affecting their confidence and motivation. Through a combination of accessible tuition, personalised coaching and pathway guidance, Tasek helps learners rebuild belief, stay engaged, and progress confidently towards secondary and post-secondary pathways.



Students participating and engaged during Group Tuition

Organised Group Tuition

Tasek coordinates weekday evening classes at Taman Jurong CC from Primary 3 to Secondary 4/5, across English, Mathematics and Science subjects. Sessions run for 1.5 hours and include a meal before tuition.

By situating group tuition within the community, we strengthen access to greater academic support and complement the personalised coaching that students receive at Tasek.

Our Work in a Glance

194 students enrolled	1,106 total tuition classes	P3 to S5 education levels covered
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Educational Support

Making Meaning in Learning: 1-to-1 Academic Support

Academic Coaching (1-to-1 support)

Recognising the need for more intentional forms of educational support for the most disadvantaged, we focused on ramping up our 1-to-1 Academic Coaching programme.

Academic Coaching provides weekly personalised support in core subjects across four centres: Taman Jurong CC, Block 326 Tah Ching Road, MacPherson CC and Victoria School. Coaching emphasises confidence, persistence and small wins, an approach particularly important for students who have repeatedly struggled academically.

Sessions are led by undergraduate **volunteer mentors** from NUS, NTU, SMU, and SUSS trained and supported by Mentor Coaches (experienced MOE teachers). Food is provided before sessions, and weekly reflection encourages a positive learning mindset.

Our Work in a Glance

170

students supported

761

1-to-1 sessions delivered

134

volunteer Academic Mentors

Student Voices on Academic Coaching

"I used to think I will always fail Math. Now I think I can pass."

"They explain step by step and don't pressure us when we make a mistake."

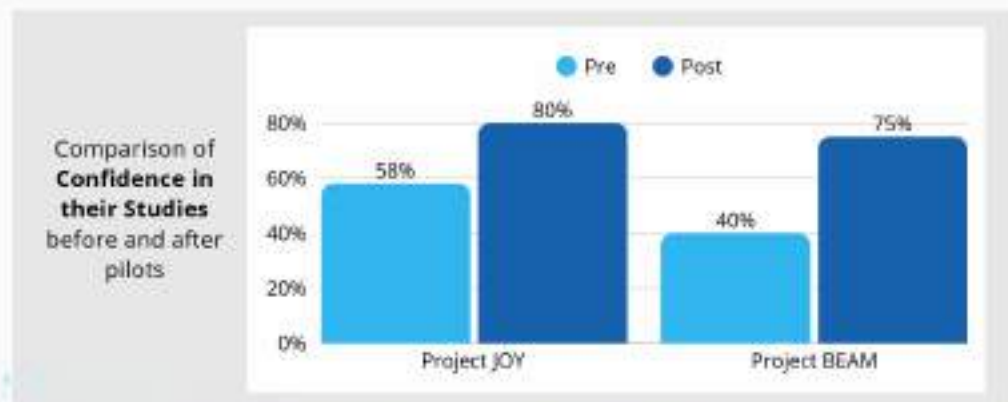
Pilot Academic Innovations: JOY & BEAM

Concurrently, in the first half of 2025, Tasek piloted two innovations to strengthen support across age groups.

Project JOY (Journey of You) supports PS-6 students using the Concrete-Pictorial-Abstract approach to rebuild foundational Math confidence ahead of upper primary and PSLE.

Project BEAM (Building Empowerment through Aspiration and Mentoring) uses football-linked inquiry to re-engage upper secondary students with repeated academic difficulties, making Mathematics meaningful and motivating.

Beyond the numbers, students began attempting more challenging questions, asking for clarification and showing greater perseverance. Parents also shared that they observed improved study habits and renewed motivation at home. The growth that we witnessed was deeply encouraging, as depicted in the graph below:



Football youth applying mathematical solutions to football-related questions during Project BEAM



Use of manipulatives to visualise complex fraction concepts during Project JOY

Educational Support

From Training to Transformation: Empowering our Mentors

Volunteer Academic Mentor Development Pathway

Given the positive feedback from the pilot academic innovations, we sought to strengthen our mentor competencies to ensure that the pedagogical methods in the pilot were practised in our Academic Coaching programme. All mentors undergo compulsory training in Behaviour Management (AC01) and Academic Coaching Strategy I (AC02 – QUEST), with an optional module on Assessment for Learning (AC03). Mentors receive ongoing support through observation, feedback, shared resources, and guidance from Mentor Coaches. In 2025, we **successfully trained 155 volunteer mentors**.

Our Work in a Glance

155

volunteers trained

100%

found training useful and identified techniques that could be used immediately

>90%

felt confident applying strategies learned

This pathway strengthens the quality of academic coaching and directly contributes to confidence growth among struggling learners.



What Mentors See in their Mentees

Interviews with volunteer mentors reveal consistent themes about what struggling learners need most. Beyond content explanation, mentors highlighted the importance of confidence, emotional safety, and understanding behaviour as a response to past academic struggles.

1. Confidence first

“Some students need time to believe it's possible before they even try.”

Mentors observed that repeated academic setbacks had lowered their mentees' willingness to attempt questions. When mentees experienced small wins, their confidence and effort improved noticeably.

2. Emotional safety enables learning

“If they don't feel safe, they won't ask even if they don't understand.”

Mentors found that relational trust and gentle encouragement made mentees more willing to ask questions, try again after mistakes, and stay engaged rather than shutting down.

3. Behaviour reflects insecurity, not attitude

“When they joke or avoid the work, it's usually because they feel lost – not because they don't care.”

Mentors reframed challenging behaviour as protective responses from mentees who feared failure. Understanding this helped mentors respond patiently and supportively rather than reactively.

These themes reinforce Tasek's wraparound approach to mentor training and ongoing support, ensuring that academic coaching builds confidence and persistence - not just subject knowledge. They also reflect the real changes we see in our Tasek children and youth's willingness to attempt difficult questions and engage more constructively over time.

Tasek Residential Camps





Planting Seeds for Positive Change

Tasek camps initiative is our series of residential camps during the major Singapore school holidays. Through our camps, we aim to provide safe yet novel experiences for our youth to learn and grow. Our campers also have regular check-ins with their Mentor-Facilitators during term time in between the camps and those chats double up as mentoring sessions too, providing a wraparound support for our youth.

Our Work in a Glance



Our Aims

-  Foster personal growth and development to identify and work towards their personal and academic goals, develop their self-awareness and self-esteem, improve their intrapersonal and interpersonal skills, and more
-  Encourage positive behaviour change by supporting youth in self-reflecting in real time, seeing value in a healthy life, finding new passions, and celebrating personal and collective change
-  Fun and recreation: let youth enjoy and be themselves in a safe environment
-  Build strong relationships: ensuring a strong support system for our youth by forging strong Mentor-Youth and Youth-Youth relationships

Our Camps

We conducted two camps in 2024, where a total of 75 youth campers and 28 Youth Assistant Facilitators benefited from the camps.



About Our 3-Day Study Camp in September 2024

Our 3-day study camp had activities that focused on teaching our campers essential skills which will help them with studying. For example, we conducted a time management workshop, a mindfulness sharing session, and a memory and attention workshop. We also held individual and group study sessions during the camp for our campers to catch up on their studies.

Relationship building and novel experiences are also key goals of our camp. Thus, we had bonding activities such as captain's ball and escape room for our campers to enjoy camp and form deeper relationships with everyone. By integrating fun with essential life skills components, **4 out of 5** of our campers felt like this camp was important to their personal growth.

About Our 15-Day Leadership Camp in December 2024

On top of our youth campers, 13 primary six campers joined for a short two-day camp in December 2024 as they transitioned into secondary level. These primary schoolers were mostly from our Academic programme, and the camp is for them to be acclimatised to our secondary-level programmes in Tasek. It was also to build rapport and relationships between the older youth and younger youth.

Our December run had 25 youth participants who became the mentors to the primary school campers. They went through activities like low elements, high elements, Sports Day and also spent time to know more about each other during the down time. This culminated in a Finale Night performance that involved all 38 participants in front of board members and their parents. Our 25 mentors integrated them into their performance seamlessly and it felt like they practiced the performance throughout the 15-day programme.

Tasek Residential Camps

Planting Seeds for Positive Change

The Impact of Our 3-Day Study Camp September 2024

Over our 3-day study camp, many of our youth surprised themselves by realising that they could focus and study effectively when they committed to the process. From Table 1.1, campers' self-reported surveys showed meaningful growth in key life skills that underpin both learning and personal development such as having a growth mindset (64.0% to 82.0%) and being tenacious in challenging times (57.0% to 77.0%). Beyond academic skills, reflective discussions during shared activities encouraged campers to think critically about choices, values and social issues, reinforcing positive attitudes towards learning and responsible decision-making.



	Pre	Post
Empathy	66.0%	78.0%
Open to Diversity	68.0%	82.0%
Social Support Networks	64.0%	77.0%
Tenacity	57.0%	77.0%
Growth Mindset	64.0%	82.0%
Problem Solving	64.8%	71.6%
Teamwork	63.0%	70.3%
Emotional Management	66.7%	72.7%

Table 1.1 Tracking of growth with self-ratings on Life Skills at the start, end and one month after the September Study Camp 2024. Percentage shows the amount of Strongly Agree/Agree compared to the rest of the options.

Tasek Residential Camps

Planting Seeds for Positive Change

The Impact of Our 15-Day Leadership Camp December 2024

As reflected in Table 1.2, the youths' self-reported survey results indicate measurable improvements across key developmental domains over the duration of the camp. Teamwork recorded a substantial increase of 18.7%. Time management and communication demonstrated the most significant gains, each improving by 19.5% from baseline. Emotional regulation also showed encouraging progress, increasing by 9.8%, reflecting steady growth in self-control and self-awareness.

The improvements across domains reflect measurable growth, highlighting the camp's positive impact on both skills development and self-belief.

	Pre	Mid	Post
Teamwork	66.5%	77.3%	85.1%
Goal-setting	63.4%	75.3%	81.7%
Problem-solving and Decision-making	68.7%	75.5%	87.2%
Social	68.5%	70.5%	83.0%
Emotional Control	65.2%	69.3%	75.0%
Leadership	66.3%	76.1%	83.5%
Time Management	66.5%	71.6%	86.0%
Communication	66.5%	71.6%	86.0%

Table 1.2. Tracking of growth based on the Life Skills Scale (Allen and Cronin, 2017) at the start, middle, and end of Leadership Camp 2024. Percentage shows the amount of Strongly Agree/Agree compared to the rest of the options

Individual Growth

Beyond the data, we hold close the individual journeys of every youth we walk alongside. One of our youth, Dayang Nur Ellyana, has been through 3 out of 4 15-day programmes, stretching from the pilot programme in 2023. The results showed that the immersive nature of the programme, away from familiar routines, fostered greater independence and deeper self-reflection. In this environment, she stepped beyond her comfort zone and emerged as a steady leader, guiding her team and making thoughtful decisions for both her peers and the younger campers under her care. This has led her to win the 'Best in Self-Leadership' award, a testament to the growth she has shown over the years in Tasek camps.



Dayang Nur Ellyana (centre), pictured with the Board Members in December 2024, winner of the 'Best in Self-Leadership' award.

Tasek Residential Camps

Facilitators Who Spark Momentum

Youth Rising Up to the Challenge

In 2024, we placed greater emphasis on developing Tasek alumni as Assistant Facilitators. Many had completed the 2023 Tasek camps and expressed a desire to continue contributing. Rather than rejoining solely as campers, we created pathways for them to grow into leadership roles. In this capacity, they connected naturally with Tasek campers while working closely alongside Mentor-Facilitators to deepen their understanding of programme delivery and group facilitation. Today, many continue to serve meaningfully within Tasek, stepping up as Youth Coaches in our Football programme while pursuing their education in their respective post-secondary institutions. (See page 21, Welcome Home, Alumni.)

Two of our Assistant Facilitators, Muhammad Hulikah and Nabil Abuzar, have journeyed with Tasek since our 2023 pilot camp. They began as part of the inaugural June 2023 cohort, still discovering the purpose of the camp. By June and December 2024, they had stepped into leadership as Assistant Facilitators, supporting new campers in integrating into the programme and modelling positive conduct. Their journey reflects significant growth in resilience and adaptability, as they navigated the challenges of camp life and emerged as steady influences among their peers.



Nabil overcoming his fear of heights and the Challenge Rope Course, or the High Elements



Hulikah with his map and compass whilst navigating Pulau Ubin

The Key Pillar of Our Camps: Mentor-Facilitators

Beyond our youth, our Mentor-Facilitators have been an integral part of the Tasek journey. Since 2023, many have journeyed with us, providing steady and consistent support to participants. One such Mentor-Facilitator is Daneesh Akhbar, having been with Tasek camp programmes since our September Study Camp in June 2023. He has supported five camps to date, including three 15-day camps and two 3-day camps. Over time, Daneesh has become a pivotal presence within the camp, offering a safe and dependable space for youth.

“Over the past two years, being part of the five Tasek camps has been an unforgettable and deeply enriching journey. These experiences, beyond any material value, have offered something far greater — witnessing young individuals step out of their comfort zones, challenge themselves, and embrace growth. It’s been inspiring to see them transform mentally and emotionally, proving that true development often comes from within and through shared struggle and support.”



Daneesh Akhbar, Mentor-Facilitator

GIFT – Growing Imagination for Tomorrow

Grounded in Pedagogy, Growing Readers

The Gift of Reading, started in 2004, is our earliest programme leading to the foundation of Tasek. In 2024, Gift of Reading and Gift of Expression were, in their weekly sessions, unified into GIFT – what we see as Growing Imagination for Tomorrow. This renewed literacy continuum for children aged 5 to 8 (K1-P2) reflects our belief that strong foundations in language open doors to confidence, creativity and lifelong learning. Through GIFT, we seek not only to teach children how to read and express themselves, but to nurture imagination, voice and possibility from an early age.

Our Aims



Strengthen foundational language and communication skills to support overall learning



Reinforce home and school learning while fostering a love for learning



Volunteer-led big book reading

Our Approach / Structure

At the heart of GIFT is our core approach of Play-Based Learning, where the joy of learning is prioritised as the most powerful driver of children's literacy development.

Here is our structure for GIFT 2025:

Big Book Reading

Nurture listening and comprehension skills in a big group setting

1-to-1 Reading Sessions

Using teacher-child relationships, supported by "Menu Card" (MC) checkpoints to assess sight word recognition and track progress

Small-Group Literacy Games

Flashcards and sight words interactive kid designed to expand vocabulary and phonemic awareness in a fun, engaging way

Each session balances group interaction with individualised attention, ensuring that children of varying literacy levels — whether emerging or advanced — receive the support they need.



1:1 reading game with Senior Programme Manager Goya

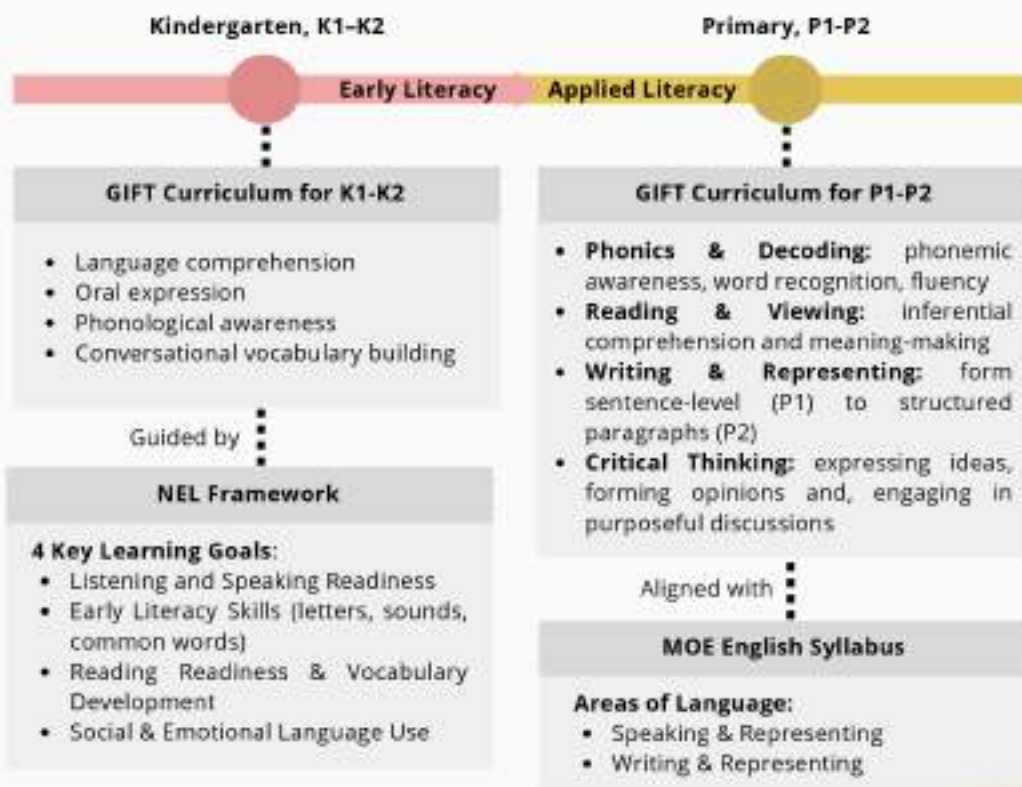
GIFT – Growing Imagination for Tomorrow

Grounded in Pedagogy, Growing Readers

Curriculum & Pedagogical Frameworks Underpinning GIFT

Frameworks and Literacy Progression

GIFT provides a 4-year literacy continuum bridging kindergarten and lower primary. Our curriculum is guided by the **Nurturing Early Learners (NEL) Framework** for Kindergarten children and aligned with **MOE English Syllabus 2020** for Primary School children. This smooth progression ensures that children not only acquire literacy skills, but also apply and expand them with confidence as they transition into the primary years.



Monitoring Progress

A distinctive feature of GIFT is the use of Menu Cards (MCs)—progressive lists of high-frequency sight words ranging from Level 1 to 12.

Children are assessed weekly, with coloured stickers marking recognition attempts.

Teachers intentionally select reader books aligned with words not yet mastered to reinforce exposure and build proficiency.

Emphasis is placed on both phonemic awareness and reading comprehension, ensuring children do not just recognise words but also understand meaning in context.

Family and Community Engagement

We recognise that literacy development is strongest when reinforced at home. To this end, GIFT encourages:

- Bringing home MCs for additional practice and parent-child interaction.
- Parent workshops (in collaboration with KidSTART) to equip families with strategies to support their children's literacy growth.
- Parent-child interaction through holiday activities and outings (e.g., nature walks, library visits) that extend learning beyond the classroom and strengthen family bonds.

Through its structured yet flexible design, GIFT offers children a continuum of support from Kindergarten to Lower Primary, ensuring that early literacy is not only acquired but also sustained as a foundation for all future learning. By embedding reinforcement into both group and individualised activities, the programme nurtures children who are not only able to read and comprehend but are also confident, creative and joyful learners.

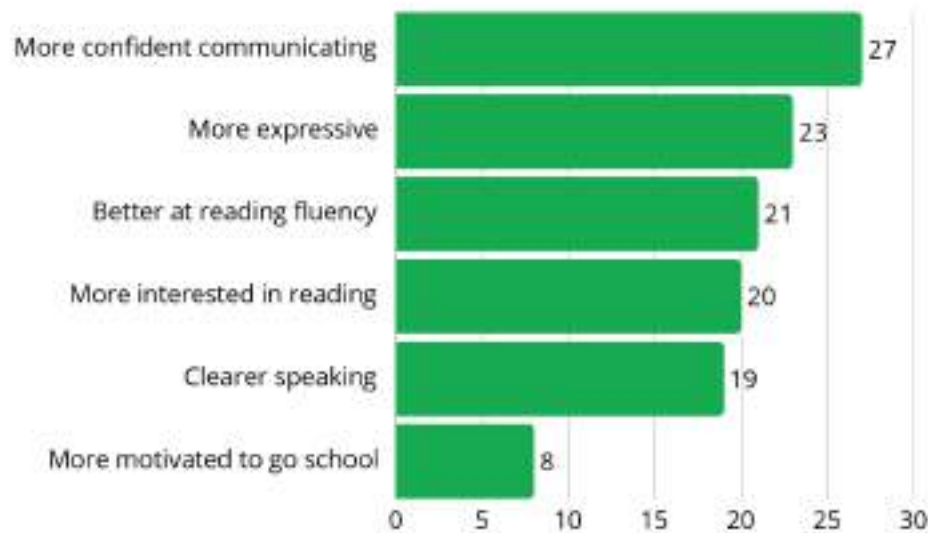
GIFT – Growing Imagination for Tomorrow

Grounded in Pedagogy, Growing Readers

The programme's effectiveness has been demonstrated through positive findings from parent surveys, strong volunteer retention rates, exit pass reflections, and measurable progress captured through Menu Card assessments.

Parents' Feedback

Feedback from 41 parents showed that all children enjoyed coming to GIFT, with the main reasons being: their children enjoy learning new things and spending time with their friends. Additionally, they also noticed positive changes in their children:



Feedback from parents further supports this. Children enjoyed the programme mainly because of the friends they made and the support from teachers. Parents also reported continued gains in confidence, communication, and reading skills. When asked what their children mentioned most about the programme, big book reading, activities, and interactions with friends were the top responses. These findings suggest that enjoyment and social interaction motivate participation, while the programme effectively supports both academic growth and socio-emotional development.

The parents' responses are of great interest to us as we have observed similar responses from parents of children aged 0-6 in KidSTART. A similarity we will be paying more attention to.

Children's Reading Levels and Engagement

Children's reading levels and engagement were assessed using exit passes and menu card tracking. Both the Lower Primary (LP) and Early Years (EY) groups showed significant improvements between July and August 2025. For example, LP students' average reading level rose from 5.7 to 9, while EY students improved from 2.9 to 5.6. Engagement scores also increased, and fewer children were noted as distracted. Individual tracking showed significant progress for 2 children who cleared all 12 menu cards.



Tasek Creative Labs

Building Confidence, One Creative at a Time

Tasek's Creative Labs provide children and youth with opportunities to explore their creativity, develop new skills, and build confidence through the arts. Our two key programmes are anchored in the belief that creative expression is a powerful tool for self-discovery, relationship skills, and community connection.

Students gain hands-on experience in weekly sessions, collaborative projects, and public showcases, equipping them with transferable skills such as teamwork, leadership, and relationship skills.

Unique Beneficiary Profile

Creative Labs serves a particularly diverse group of students with specialised needs. Approximately 1 in 5 **students have special educational needs**, including ADHD, Social Communication Disorder, Autism, and Dyslexia.

Another key feature is that 7 out of 10 Creative Labs participants do not engage in other Tasek programmes, highlighting the unique role Creative Labs play in reaching children and youth who may not receive additional support elsewhere.

Programmes Under Creative Labs

- **Art Lab:** nurtures creativity and self-expression through various artistic media, from painting and clay sculpting to digital art and mixed media.
- **Dance Lab:** cultivates rhythm, coordination, and self-confidence through dance. Beyond choreography and performance, students learn discipline, collaboration, and stage presence.








Art Lab Senior working with angana seeds and clay under the guidance of Dr Su



Dance Lab participants busting their moves

Our Aims

-  Empower children and youth to explore their passions in the arts and provide exposure to career pathways in the creative and cultural sectors
-  Help children and youth overcome personal barriers in confidence, learning, and sociability
-  Build self-esteem, resilience, and a strong sense of identity through creative expression
-  Develop transferable life skills, including teamwork, leadership and relationship skills
-  Encourage youth to contribute meaningfully to their communities through the arts

Our Work in a Glance

41

Art Lab participants

99

Art Lab sessions

1 in 5

have learning needs

22

Dance Lab participants

56

Dance Lab sessions

12

learning journeys

Tasek Creative Labs

Interest Exploration Through Learning Journeys

Tasek Creative Labs outings offer students the chance to engage with the wider community, explore new environments, gain inspiration, and connect their learning with real-world applications of art and dance. In 2025, Creative Labs organised visits to local galleries, museums, and community art spaces, allowing participants to experience diverse artistic practices and cultural expressions.

These learning journeys not only broadened their creative horizons but also strengthened social and relationship skills as students navigated group activities and shared reflections with peers and community facilitators. The following outings took place during the year:



Art Lab in Nature

16 children participated in this activity where they sought inspiration while learning to draw human figures and natural landscapes. The artworks created would be featured on Tasek Creative Labs items such as stickers and tumblers, specially made for beneficiaries and not for sale.



National Museum of Singapore

19 children, along with their families, attended the special exhibition *Once Upon a Tide* to commemorate Singapore's 60th year of independence and invited visitors to explore the island's 700-year history, discovering how the sea and rivers have shaped its growth from a bustling port to a global powerhouse.



Dance Lab Open House

27 children attended our Dance Lab Open House where they participated in games, social activities, and a fun dance session to *Dance The Night Away*, taught by our dance instructor.



Disney On Ice

44 children attended Disney on Ice, enjoying a memorable performance that combined artistry, storytelling, and athleticism.



Temenggong Artists in Residence

22 children and their parents visited Temenggong Artists in Residence to explore Japanese culture through the arts in a meaningful family engagement of creative activities including writing Haikus, making origami, and learning mindfulness techniques, all while exploring the Residence filled with unique artworks.



Hatch AI: Character Lab

27 children participated in a workshop organised by Hatch AI to offer a day of character design using Canva's AI tools where they brought their imagination to life using technology while developing creativity, storytelling skills, and collaborative learning.

Partnered Programmes (Government)



Advisor Mr Shawn Huang cheering on volunteers from NUS Project Paint a Home as they cleaned and decluttered homes for seniors

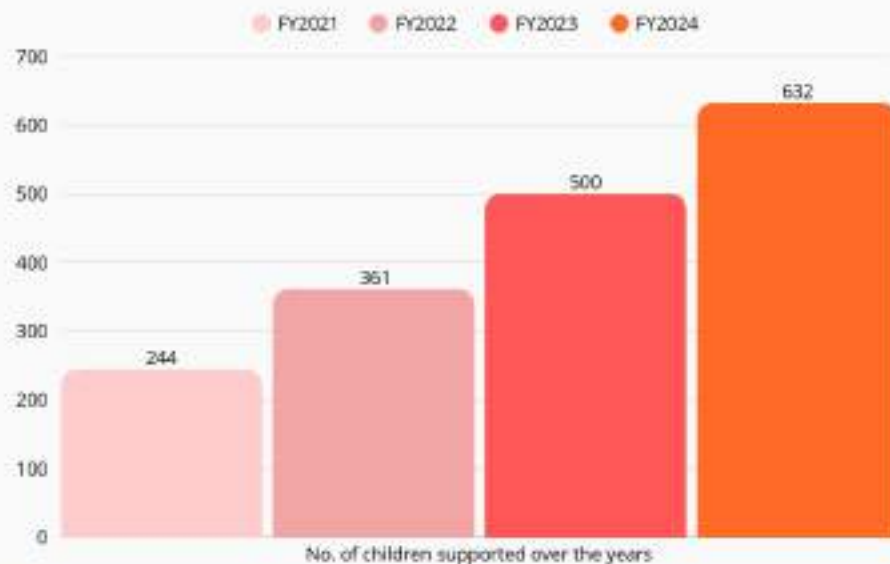
Programme Reach

KidSTART empowers families with fewer resources to give their children a strong start in life — providing antenatal support during pregnancy and continuing with one-on-one post-natal guidance that equips parents with child development knowledge and opportunities for meaningful family bonding.

As the pioneer partner of KidSTART, Tasek works at the forefront in this national early intervention programme, supporting families with children aged 0-6 in building strong foundations for their future.

KidSTART empowers parents to be confident caregivers and be equipped with the knowledge and skills to build warm nurturing relationships with their children, support age-appropriate development, and care for the health and social wellbeing of their children in their early years.

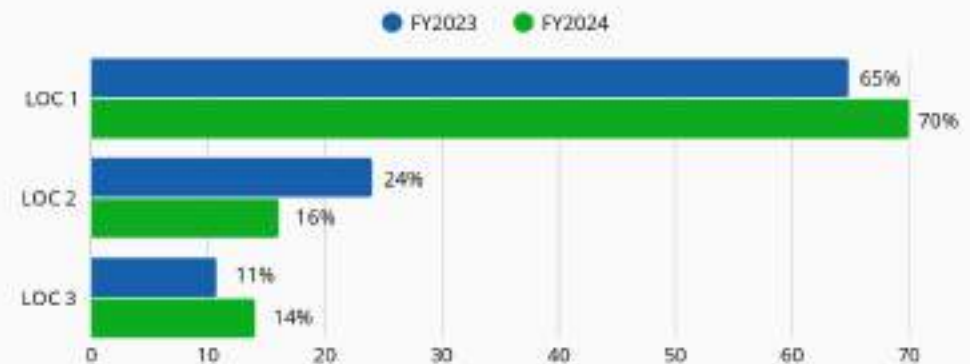
To date, **632 children** have been supported through the KidSTART programme in Tasek, a 26% increase from the previous year. This increase is aligned with the programme's nationwide implementation where partners such as Comlink+ and the antenatal teams in hospitals actively reach out to families.



Under the revised service model (April 2024), regular developmental and caregiver assessments are conducted to monitor children's milestones and caregivers' understanding of their child's growth and needs. These structured touchpoints enable early identification of emerging concerns and ensure timely support for families.

Grounded in the belief that every parent is their child's first and most important teacher, our KidSTART Practitioners (KSPs) adopt a strength-based approach in their engagement with families. Rather than focusing solely on risks or deficits, KSPs partner with caregivers to recognise and build on their existing strengths and capabilities to foster greater parental self-efficacy and resilience. Through guided conversations, modelling of parent-child interactions, and developmental coaching that we tailor according to families' language and culture, KSPs empower families to respond confidently to their children's developmental needs.

Distribution of Level of Concern (LOC)



The graph above shows the Level of Concern (LOC) distribution for all children in the programme, which is used to determine the level of support to be provided (a lower LOC indicates lower support). This data suggests several encouraging trends. The increase in LOC 1 rating cases is aligned with the objective of going further upstream - more children are being referred within six months of birth, and generally at this stage there are no development concerns detected. At the same time, the increase in LOC 3 rating reflects the growing complexity of needs among some families, or better identification of high-risk cases through closer engagement.

Looking ahead, we will continue refining our engagement efforts to sustain early intervention for LOC 1 children while strengthening strategies and partnerships to address the more complex needs of families for LOC 3.

KidSTART

Impact Updates

Tasek continue to track children's developmental milestones and caregivers' understanding, with encouraging baseline indicators that reflect steady foundational progress.



We remain responsive to broader societal challenges affecting families. While 84% of children aged 3 and above are enrolled in preschool, we are working closely with families, Family Coaches and preschool partners to strengthen regular attendance, recognising its importance for both child development and caregiver stability.

We are also addressing emerging developmental trends. With 47% of children exceeding recommended screen time and 38% demonstrating communication challenges — consistent with global post-pandemic observations, including research by the Royal College of Surgeons in Ireland (RCSI) — Tasek continues to intervene intentionally. Through structured outings and guided engagement sessions, our KidSTART Practitioners (KSPs) equip families with practical communication strategies and tools, reinforcing healthy developmental habits within supportive community spaces.

KidSTART

Family Engagement and Collaborations

Over the past year, we actively partnered with various organisations to create meaningful experiences for KidSTART families. These initiatives complemented our regular home visits by offering families additional opportunities for parent-child engagement, enrichment, exposure, and connection with the wider community.

We collaborated with Jurong West Library to organise 2 library visits aimed at reducing screen time and cultivating a love for reading among children. Similarly, in partnership with NParks, families were invited to a guided walk at Jurong Lake Gardens, which encouraged outdoor exploration and sensory play in natural settings. Our families also attended an outreach event by Mendaki at SAFRA Choa Chu Kang, where they were able to take part in games and workshops. For caregivers, Casa Raudha kindly sponsored tickets for their annual symposium where parents picked up tips on healthy marital relationship.

Across these engagements, our KSPs reinforced simple, practical strategies that parents could continue applying at home or outdoor settings. More importantly, parents were able to discover accessible and free community resources within their neighbourhoods that could support their children's development in fun and engaging ways.



We also partnered with South32 for a Christmas celebration, where employees prepared thoughtful personalised gifts and heartfelt letters for our graduating K2 children. This gesture helped ease the children's anxieties about their upcoming transition to primary school. In addition, a generous individual donor contributed sets of magnetic letters, which were distributed to families as interactive tools for early literacy development - supporting letter recognition, phonics, spelling, and fine motor skills through play.

Lastly, with the support of MinMed, 9 KidSTART children benefited from free home-based vaccinations. This partnership was particularly valuable for families who faced logistical challenges in bringing their children to polyclinics, ensuring that their health and developmental needs continued to be met.

KidSTART

Service Delivery

As our programmes matured through the year, the team continued to deepen its commitment to innovative, family-centred support. Our KSPs embraced creative and flexible ways to engage families, bringing learning beyond the home environment and into everyday community spaces. This included guided parent-child sessions at playgrounds, where the KSPs modelled serve-and-return interactions and “3Ns” (Notice, Nudge, Narrate) strategies during natural play; library corners, where Language First activities such as storytelling and sound blending were introduced to promote early literacy; and supermarket visits, where caregivers were supported to teach children about healthy food choices and simple numeracy through daily routines. Some KSPs initiated short outdoor “bonding walks” with families experiencing social isolation, using these moments to build trust and gently reinforce developmental parenting messages. Another adaptation was the use of bite-sized videos and voice messages over WhatsApp for parents who faced literacy barriers or shift-work schedules, ensuring that learning and reflection could continue asynchronously. When supporting families experiencing complex life events — such as bereavement or caregiver mental health issues — the KSPs applied trauma-sensitive approaches in their sessions with the parents and collaborated with FSC social workers to tailor the intervention pace and content.

These innovations, spearheaded and closely coordinated with KidSTART Executives (KSEs), demonstrate how service delivery is evolving to meet families where they are — both literally and emotionally — while ensuring that developmental and relational goals remain at the heart of every engagement.



Engaging families at everyday community spaces offers flexibility for caregivers and keep our engagements interesting



The dedicated KidSTART team giving every child a strong start in life

Further tailored support is being considered specifically for young parents below 25 years old and caregivers with mental health needs — these caregivers have been identified as those that require more support. There is also a growing focus on inclusive practice — ensuring that families with atypical children and where caregivers themselves have diverse needs (e.g., intellectual disabilities) receive tailored support. Collaboration among the KSPs will drive the next phase of innovation — with workstreams focused on refining assessment tools and KidSTART curriculum, e.g. translated version of the child developmental milestones, strengthening data capture for programme outcomes, and enhancing referral coordination with various stakeholders (e.g., FSC, Schools, SSO) and early childhood and special education industry partners.

“ I am heartened to witness the KSPs’ dedication in empowering KidSTART families. The team understood that every small step taken creates lasting change for the development of the children. I am looking forward to strengthen our team’s practice and knowledge, in order to serve our families better. ”

Nadiah, Lead Practitioner



KidSTART

Capability Development

Building on the strong foundation of past years, this year marked a key milestone in further strengthening the capabilities of our KidSTART team.

All our team members met the requirement of clearing our 19-day baseline training within a year, and we gradually shifted focus to deepening expertise and developing specialisations to support families with increasingly complex needs. With foundational skills firmly established across child development, family engagement, case management and programme delivery, we advanced learning in key areas:

- **Building internal supervisory capacity:** Three senior practitioners received training in supervision skills, laying the groundwork for in-house supervisory roles. This initiative strengthens our capacity to sustain quality practice through structured peer guidance and support, fostering a culture of continuous learning within the team.
- **Responding to family violence:** In recognition of the complex challenges faced by higher tier families, in particular those at risk of domestic violence, two practitioners were trained to identify and respond to family violence and conducted sharing sessions with the rest during group supervision. This enhances the practitioners' ability to engage with vulnerable families confidently and navigate diverse, sensitive situations with greater readiness.
- **Strengthening suicide risk awareness:** All KSPs were also trained to recognise and respond to suicide risk, particularly among caregivers. This builds their confidence in holding difficult conversations, enables early detection, and ensures timely referrals to appropriate support services - safeguarding overall family wellbeing.



Our team members engaged in group supervision sessions where they share best practices and brainstorm ideas



Strengthening partnerships between KidSTART@Tasek, Social Service Office ComLink+ (Tanjong Jurong / Boon Lay) and KidSTART Singapore Limited

Alongside formal training, ongoing external and internal mentorship, peer learning, and reflective practice remain as core pillars of our professional development approach. Monthly individual supervision and quarterly group sessions provide safe, structured spaces for case discussion, critical reflection, and shared learning. These sessions continue to be intentionally practitioner-led, fostering a sense of ownership and leadership across the team.

Experienced external KidSTART Mentors provide on-the-ground support through co-visits and reflective debriefs, while quarterly Inter-agency Learning Circles offer opportunities for cross-agency collaboration and sharing of practice wisdom. These platforms are essential for troubleshooting challenges, sharpening engagement strategies, and building practitioner confidence in navigating complex home environments. Multi-Disciplinary-Team consultants, such as doctors, psychologists and speech therapists, also provide expertise whenever specialised support is needed.

As we work within the system, close collaboration with stakeholders such as FSCs and ComLink+ is crucial. Periodical sharing sessions and regular case conferences facilitate our work by aligning family goals and having role clarity across agencies.

SG Cares Volunteer Centre @ Jurong

Nurturing a Community of Care

SG Cares is a national movement to support and coordinate the efforts of Singaporeans in building a more caring and inclusive home for all, through everyday acts of consideration and care, active volunteerism, and organising ground-up efforts. Volunteer Centres all across Singapore are appointed by SG Cares Office, Ministry of Culture, Community and Youth. This year, we doubled the number of volunteers mobilised in Jurong town (2023/24: 902 unique volunteers).

Deepening Synergies

In its fourth year of operations, SG Cares Volunteer Centre @ Jurong (VC), operated by Tasek, sought to deepen synergies amongst stakeholders, pulling resources together to reduce duplication and tapping on community partners' and volunteers' strengths to champion a vibrant volunteering culture across Taman Jurong, Jurong Spring and Jurong Central (West).

A key focus was building **micro-communities of care** to better support vulnerable groups within the town.

Our Work in a Glance

1,710

unique volunteers mobilised

129

community partners engaged

9,000

volunteer hours contributed

9,767

beneficiaries served across causes, with particular emphasis on children, youth, and seniors

Tasek Youth Empowerment and Leadership Development

This year, we saw Tasek youths stepping up in leadership roles to serve the community through various initiatives — ranging from children and youth engagement to senior support and sustainability efforts.

Tasek Camp – Adaptive Sports & Intergenerational Bonding

As part of Tasek Camp, youths brainstormed and facilitated **craft and adaptive sports activities** such as balloon volleyball, bocchia, and seated floorball, bringing seniors from **Thye Hua Kwan Active Ageing Centre** closer to the community.



Adaptive sports with seniors as part of Tasek Rising Camp

Tree planting at Taman Jurong Oasis Interim Park

On 9 November 2024, five youth, together with students from Singapore Polytechnic, joined hands in a collective tree-planting effort to celebrate the launch of Taman Jurong Oasis interim park. They also curated and hosted art booths, engaging residents and creating a sense of shared ownership of green spaces.



Launch of Taman Jurong Oasis

SG Cares Volunteer Centre @ Jurong

Identifying and Meeting the Needs in Jurong town

Key Engagements

Serving of key essential needs (Active Ageing Centres)

Through continuous dialogue with community partners, we identified **emerging needs** as Singapore moves towards becoming a **super-aged society**. In response, we rallied volunteer groups and partners to meet these challenges.

DBS Foundation (DBSF) Community Pop-up Marketplace Collaboration

- In **late 2024 and March 2025**, in partnership with **DBS Foundation**, we organised two community markets, distributing **essential household supplies** to **over 1,500 disadvantaged seniors and families** in Jurong. This effort was supported by dedicated volunteers from **Millenia Institute Service Learning Club, Singapore Polytechnic EEE Club, and NTU Tuition 4 All**.



Engaging seniors through active living

Volunteers from **Millennia Institute** also hosted **adaptive sports sessions** for seniors, promoting both physical activity and social interaction through interactive games including bocchia and seated floorball.

SG Cares Volunteer Centre @ Jurong

Identifying and Meeting the Needs in Jurong town

Key Engagements

Creating brighter homes

In collaboration with **NUS CSC Project Paint A Home** and **NTUC Health**, volunteers painted the living spaces of three seniors, creating brighter, safer, and more welcoming homes.



Home painting project with NUS Project Paint A Home



Volunteer Appreciation Day 2025 at Rasa Istimewa, SAFRA Jurong

Appreciating our Volunteers

We also had our Volunteer Appreciation Day on 25 Jan 2025 at Rasa Istimewa, SAFRA Jurong to recognise the efforts of volunteers, community partners and their invaluable contributions to Jurong town. The event was graced by Mr Shawn Huang, SG Cares Lead Advisor for Jurong town, and Senior Parliamentary Secretary, Ministry of Education and Ministry of Finance.

It was an afternoon of **gratitude, networking, and storytelling**, as volunteers shared their experiences and aspirations for building a stronger, more connected community in the year ahead.

Moving Forward

As we look ahead, SG Cares Volunteer Centre @ Jurong remains committed to strengthening community partnerships, developing spaces within the community to encourage intergenerational interaction and meet evolving needs, as well as being intentional about the growth and development of volunteers —all with the goal of creating a more caring and inclusive Jurong town.

We are looking forward to immersing the seniors in our community in art and heritage activities, through which they discover their interest to keep them engaged and share the wealth of their journeys with the rest of us.

SG Cares VC @ Jurong Team



Year Ahead



Tasek Sailors team huddling before a match to motivate one another and keep the spirits high

The Year Ahead

1. Helping Beneficiaries Find Their Strength; Implementing Our Theory of Change: To Help Beneficiaries Reach Goals

This year, we apply our organisation-wide Theory of Change — aligning it clearly across programmes, partnerships and communications.

Our Theory of Change articulates: The long-term outcomes we aspire for Beneficiaries - our children and families, and specific change pathways through programmes we design, which we believe create lasting impact.

By embedding this framework into daily practice, we aim to:

- Align all programmes to shared impact outcomes
- Strengthen monitoring and evaluation
- Clarify decision-making and resource allocation

Importantly, this process allows us to deepen our insights gained from the decades we have in the community interacting with individuals and families in their journeys. Our strength lies in the relationships we have built and the new ones we continue to forge through careful listening and support we continue to build. Such relationships create mutual trust - and so we are able to extend early help and interweave with organised activities, sustain family engagement, and together work for lasting partnerships.

Grounding our Theory of Change, how well our programmes are working will need to be tracked and monitored through impact measurement. This ongoing endeavour will guide the lessons we learn and we will share with partners - not just what we do, but why it works and how it creates generational change.



Tasek staff and youth at an outreach event

2. Family Mentoring Programme in Partnership with ComLink+

We are adding to our family focus. While we are committed to our work with MSF to carry out the critical upstream mission of working with families with infants in KidSTART, and to our holistic help extended to youth where we work with their families, we will start on a new family mentoring initiative. In partnership with **ComLink+**, we will provide support for families with children and youth through sustained, strengths-based mentorship, encompassing strengthening family resilience through goal-setting, guided support and developmental guidance.

Children's and youth's life outcomes are shaped by family stability, aspirations and support networks, and through this additional mentoring, we aim to move yet further beyond transactional support towards long-term relational impact.

3. The Beacon: A shared space for the Arts, Culture and Green Initiatives

The Beacon — a purpose-built, 19-container, two-storey space is now complete.

The Beacon represents more than a physical space. It embodies our belief that communities thrive when people gather, honour something old, create something new and care together.

In the year ahead, The Beacon will: host multi-cultural art programmes that foster belonging and expression, and serve as a platform for intergenerational bonding and green initiatives that promote sustainability and responsibility.

The construction journey of The Beacon symbolises our resolve to build of a home of belonging for all in need.

The Beacon will thus both be a shared space and a catalyst —investing in the creative life of humane aspirations.

From Us: Management and Board of Tasek

Governance



Tasek Patron, Board Members, Team and youth at the Board Appreciation Dinner

Board Oversight Sub-Committees

Executive Committee

Chair
Jane Ittogi

Members
Muhammad Faizal Othman
Dr Suriani Suratman
Chua Kok Yong

Audit & Risk Committee

Chair
David Chew Chih-Lin

Members
Sardar Aslam
Darren Tan Tho Eng
Chan Cheong Heng

Human Resource & Remuneration Committee

Chair
Sardar Aslam

Members
Muhammad Faizal Othman
Dr Suriani Suratman
Dr Siti Shaireen Selamat

KidSTART Executive Committee

Chairs
Dr Suriani Suratman
Dr Siti Shaireen Selamat

Members
Jane Ittogi
Muhammad Faizal Othman
Pooja Bhandari
Chua Kok Yong

Finance Committee

Chair
Chua Kok Yong

Members
Pooja Bhandari
Wang Qian
Terence Chong
Chew Kim Soon

Nomination Committee

Chair
Jane Ittogi

Members
Dr Suriani Suratman

Programme Committee

Chair
Elizabeth Fong Kim Gek

Members
Jane Ittogi
Darren Tan Tho Eng
Chia Boon Tai
Wang Qian
Professor Veerasekaran s/o Arumugam
Francis Heng
Goh Peng Tong

Fundraising Committee

Chair
Dr Joshua VM Kuma

Members
Jane Ittogi
Dr Suriani Suratman

In italics are non-Director Committee Members

Board Meetings and Attendance

A total of three Board meetings and one AGM were held during the financial year. The following sets out the Board member's attendance at the meetings:



Collaboration between Education Support and Casework and Mentorship Team for a Psychoeducation on importance of emotions and coping with it

S/N	Name	% of Attendance
1	Jane Ittogi	100
2	Darren Tan Tho Eng	66
3	Muhammad Faizal Othman	100
5	Dr Suriyani Binti Suratman	100
4	Chew Chih-Lin David	100
6	Sardar Aslam	100
7	Dr Siti Shaireen Binte Selamat	66
8	Pooja Bhandari	100
9	Chia Boon Tai	100
10	Dr Joshua VM Kuma	100
11	Chua Kok Yong	100
12	Wang Qian (joined 5 February 2025)	66
13	Elizabeth Fong Kim Gek (joined 11 Jul 2025)	33

The sub-committees of the Board meet often, and also with Seniors in the Management Team

Declarations and Policies

Remuneration

Disclosure of Remuneration and Benefits Received by Board Member

No Board members are remunerated for their Board services in the financial year.

Disclosure of Remuneration of Staff

\$100,000 - \$200,000 : 3 staff

Disclosure of Remuneration of Staff who is a close family member of Board

\$50,000 - \$150,000 : 1 staff who is a close family member of Jane Ittogi

Conflict of Interest Policy

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

Whistle-blowing Policy

Our charity has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.



When siblings became each other's biggest fans at the Tasek Creative Labs Showcase

Declarations and Policies

Reserves Policy

Our charity has a reserves policy for the long term sustainability of our operations, and to help ensure that we are able to support the charity under unforeseen events that will drain financial resources. As a rule of thumb, our charity aims to have at least 2 years of non-funded operational expenditure kept as reserves.

This reserve level is reviewed annually by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations. Our reserve level is currently at an adequate level for our projected operational expenses. Apart from adequate cash flow in the current account for operational expenditures, reserves are held in bank fixed deposits to earn a fair return.

Tasek's Reserves Position:

	Current Year	Previous Year
Unrestricted Funds	\$2,840,429	\$3,226,985
Restricted Funds	\$787,608	\$175,759
Annual Operating Expenditure*	\$1,578,223	\$1,424,225
Ratio of Reserves	1.80 : 1	2.27 : 1

The disclosure on restricted funds can be found in the financial statements Note 11 page 23.

The reserves that have been set aside provide financial stability and the means for the development of the our charity's principal activity. Tasek intends to use the reserves in the following manner in the upcoming 3 years:

1. The development of community programmes at The Beacon,
2. The deepening of our mentorship to include younger children and caregivers, and
3. The capability development of our team.

*These are expenditure that are not under government grant mandates.



Actively participating in GIFT sessions

Governance Evaluation Checklist

S/N	Call for Action	Code ID	Response	Remarks	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2

Governance Evaluation Checklist (cont'd)

S/N	Call for Action	Code ID	Response	Remarks	Score
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes		2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Partial Compliance	2 Directors of the charity remain on the Board with Board-supported reasons for staying on.	1
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes		2

Governance Evaluation Checklist (cont'd)

S/N	Call for Action	Code ID	Response	Remarks	Score
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2

Governance Evaluation Checklist (cont'd)

S/N	Call for Action	Code ID	Response	Remarks	Score
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2

Governance Evaluation Checklist (cont'd)

S/N	Call for Action	Code ID	Response	Remarks	Score
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 5: The charity communicates actively to instill public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

**TASEK ACADEMY AND SOCIAL
SERVICES LIMITED**

Company Reg. No. 201437089G
(Incorporated in the Republic of Singapore)

AND ITS SUBSIDIARY

For The Year Ended 31 August 2025

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

DIRECTORS' STATEMENT

The directors present this statement to the members together with the audited consolidated financial statements of the Group and the financial statements of the Company for the financial year ended 31 August 2025.

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 August 2025, and the financial performance, changes in funds and cash flows of the Group and of the Company for the year ended on that date, and
- (b) at the date of this statement, there are reasonable grounds to believe that the Group and the Company will be able to pay its debts as and when they fall due.

DIRECTORS

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

Jane Ittogi
Darren Tan Tho Eng
Muhammad Faizal Bin Othman
Suriani Binti Suratman
Chew Chih-Lin, David
Sardar Aslam
Siti Shaireen Binte Selamat
Pooja Bhandari
Chia Boo Tai @ Chia Boon Tai
Joshua VM Kuma
Chua Kok Yong
Wang Qian (Appointed on 5 February 2025)
Elizabeth Fong Kim Gek (Appointed on 14 July 2025)

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in any other body corporate.

DIRECTORS' INTEREST IN SHARES OR DEBENTURES

The Company has no share capital and its liability is limited by guarantee.

SHARE OPTIONS

The Company is limited by guarantee and has not issued any share options.


TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY
(Incorporated in the Republic of Singapore and Limited by Guarantee)

DIRECTORS' STATEMENT

AUDITORS

The auditors, Chew Whye Lee PAC, have expressed their willingness to accept re-appointment.

On behalf of the Board of Directors



Jane Ittogi
Director



Chua Kok Yong
Director

11 February 2026

周懷禮特許會計師館
CHEW WHYE LEE PAC
Chartered Accountants of Singapore

209 NEW UPPER CHANGI ROAD
#03-635 BEDOK TOWN CENTRE
SINGAPORE 460209
TEL: 6448 7073 FAX: 6445 2628
CO. REG. NO. 201503824R

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
TASEK ACADEMY AND SOCIAL SERVICES LIMITED**
(Incorporated in the Republic of Singapore and Limited by Guarantee)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Tasek Academy and Social Services Limited (the Company) and its subsidiary (the Group), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 August 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows of the Group, and the statement of comprehensive income, statement of changes in funds and statement of cash flows of the Company for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the financial statements of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the Act), the Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the financial position of the Group and the Company as at 31 August 2025 and of the financial performance, changes in funds and cash flows of the Group and 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 Group and 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) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 and 2, but does not include the financial statements and our auditor's report thereon.

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.

周懷禮特許會計師館
CHEW WHYE LEE PAC
Chartered Accountants of Singapore

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
TASEK ACADEMY AND SOCIAL SERVICES LIMITED**
(Incorporated in the Republic of Singapore and Limited by Guarantee)

Responsibilities of Management and Directors for the Financial Statements

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

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

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

周懷禮特許會計師館
CHEW WHYE LEE PAC
Chartered Accountants of Singapore

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
TASEK ACADEMY AND SOCIAL SERVICES LIMITED**
(Incorporated in the Republic of Singapore and Limited by Guarantee)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

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

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

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



CHEW WHYE LEE PAC
Public Accountants and Chartered Accountants

Singapore, 11 February 2026

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statements of Comprehensive Income for the financial year ended 31 August 2025

	Notes	Group				Company				
		Restricted	Unrestricted	Total		Restricted	Unrestricted	Total		
		Funds	Funds	2025	2024	Funds	Funds	2025	2024	
		\$	\$	\$	\$	\$	\$	\$	\$	
Income:										
Donations	3	997,012	326,557	1,323,569	721,789	997,012	326,557	1,323,569	721,789	
Grant income	4	-	207,741	207,741	603,367	-	207,741	207,741	603,367	
Interest income		-	101,676	101,676	77,860	-	101,676	101,676	77,860	
Other income		95,175	89,722	184,897	46,154	95,175	89,722	184,897	46,154	
Total income		1,092,187	725,696	1,817,883	1,449,170	1,092,187	725,696	1,817,883	1,449,170	
Expenditure:										
Employee benefits expense	5	(1,416,075)	(743,549)	(2,159,624)	(1,700,162)	(1,416,075)	(743,549)	(2,159,624)	(1,700,162)	
Depreciation of plant and equipment	7	(16,385)	(8,129)	(24,514)	(21,742)	(16,385)	(8,129)	(24,514)	(21,742)	
Donation expenses		(131)	(177)	(308)	(436)	(131)	(177)	(308)	(436)	
Professional fees		(5,568)	(6,097)	(11,665)	(11,790)	(5,568)	(3,777)	(9,345)	(10,230)	
Lease expenses	14	(1,112)	(196)	(1,308)	(1,304)	(1,112)	(196)	(1,308)	(1,304)	
Impairment loss on investment in subsidiary		-	-	-	-	-	(3,156)	(3,156)	(2,155)	
Programme expenses		(408,836)	(311,352)	(720,188)	(897,659)	(408,836)	(311,352)	(720,188)	(897,659)	
Other expenses		-	(1,016)	(1,016)	(22,080)	-	(180)	(180)	(21,485)	
Total expenditure		(1,848,107)	(1,070,516)	(2,918,623)	(2,655,173)	(1,848,107)	(1,070,516)	(2,918,623)	(2,655,173)	
Deficit before grants		(755,920)	(344,820)	(1,100,740)	(1,206,003)	(755,920)	(344,820)	(1,100,107)	(1,206,003)	
Release of operating funds	12.3	1,340,400	-	1,340,400	1,230,948	1,340,400	-	1,340,400	1,230,948	
Release of deferred capital grants	12.2	633	-	633	-	633	-	633	-	
Surplus/(Deficit) before taxation		585,113	(344,820)	240,293	24,945	585,113	(344,820)	240,293	24,945	
Income tax expense	6	-	-	-	-	-	-	-	-	
Surplus/(Deficit) after taxation for the year		585,113	(344,820)	240,293	24,945	585,113	(344,820)	240,293	24,945	
Other comprehensive income for the year, net of tax		-	-	-	-	-	-	-	-	
Total comprehensive income for the year		585,113	(344,820)	240,293	24,945	585,113	(344,820)	240,293	24,945	
Funds at beginning of year		175,759	3,226,985	3,402,744	3,377,799	175,759	3,226,985	3,402,744	3,377,799	
Reclassification		(15,000)	-	(15,000)	-	(15,000)	-	(15,000)	-	
Transfer between funds		41,736	(41,736)	-	-	41,736	(41,736)	-	-	
Funds at end of year		787,608	2,840,429	3,628,037	3,402,744	787,608	2,840,429	3,628,037	3,402,744	

The annexed notes to the financial statements form an integral part of these financial statements.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statements of Financial Position as at 31 August 2025

	Notes	Group		Company	
		2025 \$	2024 \$	2025 \$	2024 \$
ASSETS					
Non-Current Assets					
Plant and equipment	7	58,613	51,342	58,613	51,342
Investment in subsidiary	8	-	-	5,730	8,886
		58,613	51,342	64,343	60,228
Current Assets					
Other receivables	9	97,150	313,054	96,930	313,054
Cash and cash equivalents	10	6,773,692	4,540,135	6,766,502	4,529,109
		6,870,842	4,853,189	6,863,432	4,842,163
Total assets		<u>6,929,455</u>	<u>4,904,531</u>	<u>6,927,775</u>	<u>4,902,391</u>
FUNDS AND LIABILITIES					
Funds					
Restricted funds	11	787,608	175,759	787,608	175,759
Unrestricted funds		2,840,429	3,226,985	2,840,429	3,226,985
		3,628,037	3,402,744	3,628,037	3,402,744
Non-Current Liabilities					
Other liabilities	12	300,000	-	300,000	-
Current Liabilities					
Other payables	13	338,518	296,628	336,838	294,488
Other liabilities	12	2,662,900	1,205,159	2,662,900	1,205,159
		3,001,418	1,501,787	2,999,738	1,499,647
Total funds and liabilities		<u>6,929,455</u>	<u>4,904,531</u>	<u>6,927,775</u>	<u>4,902,391</u>

The annexed notes to the financial statements form an integral part of these financial statements.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statement of Changes in Funds for the financial year ended 31 August 2025

Group	Notes	Restricted Funds \$	Unrestricted Funds \$	Total Funds \$
Balance at 1 September 2023		32,514	3,345,285	3,377,799
Surplus/(Deficit) for the year		141,994	(117,049)	24,945
Other comprehensive income for the year, net of tax		-	-	-
Total comprehensive income for the year		141,994	(117,049)	24,945
Transfer during the year		1,251	(1,251)	-
Balance at 31 August 2024		175,759	3,226,985	3,402,744
Balance at 1 September 2024		175,759	3,226,985	3,402,744
Surplus/(Deficit) for the year		585,113	(344,820)	240,293
Other comprehensive income for the year, net of tax		-	-	-
Total comprehensive income for the year		585,113	(344,820)	240,293
Transfer during the year		41,736	(41,736)	-
Reclassification during the year	11(e)	(15,000)	-	(15,000)
Balance at 31 August 2025		787,608	2,840,429	3,628,037
Company				
Balance at 1 September 2023		32,514	3,345,285	3,377,799
Surplus/(Deficit) for the year		141,994	(117,049)	24,945
Other comprehensive income for the year, net of tax		-	-	-
Total comprehensive income for the year		141,994	(117,049)	24,945
Transfer during the year		1,251	(1,251)	-
Balance at 31 August 2024		175,759	3,226,985	3,402,744
Balance at 1 September 2024		175,759	3,226,985	3,402,744
Surplus/(Deficit) for the year		585,113	(344,820)	240,293
Other comprehensive income for the year, net of tax		-	-	-
Total comprehensive income for the year		585,113	(344,820)	240,293
Transfer during the year		41,736	(41,736)	-
Reclassification during the year	11(e)	(15,000)	-	(15,000)
Balance at 31 August 2025		787,608	2,840,429	3,628,037

The annexed notes to the financial statements form an integral part of these financial statements.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Statement of Cash Flows for the financial year ended 31 August 2025

	Notes	Group		Company	
		2025 \$	2024 \$	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES					
Surplus before taxation		240,293	24,945	240,293	24,945
Adjustments for:					
Amortisation of deferred capital grant	12.2	(633)	-	(633)	-
Depreciation of plant and equipment	7	24,514	21,742	24,514	21,742
Interest income		(101,676)	(77,860)	(101,676)	(77,860)
Impairment loss on investment in subsidiary		-	-	3,156	2,155
Utilisation of deferred grants	12.3	(1,340,400)	(1,230,948)	(1,340,400)	(1,230,948)
Operating cash flows before working capital changes		(1,177,902)	(1,262,121)	(1,174,746)	(1,259,966)
Changes in:					
- other receivables		215,904	436,560	216,124	436,560
- other payables		41,890	32,874	42,350	32,994
Net cash used in operating activities		(920,108)	(792,687)	(916,272)	(790,412)
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest received		101,676	77,860	101,676	77,860
Placement of fixed deposits with original maturity of more than three months		-	(500,000)	-	(500,000)
Purchase of plant and equipment		(31,785)	(34,733)	(31,785)	(34,733)
Net cash generated from/(used in) investing activities		69,891	(456,873)	69,891	(456,873)
CASH FLOWS FROM FINANCING ACTIVITIES					
Operating grants received		2,083,774	1,699,295	2,083,774	1,699,295
Donations received in advance		1,000,000	-	1,000,000	-
(Increase)/decrease in cash under restricted funds		(611,849)	(143,245)	(611,849)	(143,245)
Net cash generated from financing activities		2,471,925	1,556,050	2,471,925	1,556,050
Net increase in cash and cash equivalents		1,621,708	306,490	1,625,544	308,765
Cash and cash equivalents at beginning of year		2,364,376	2,057,886	2,353,350	2,044,585
Cash and cash equivalents at end of year	10	3,986,084	2,364,376	3,978,894	2,353,350

Included in cash and cash equivalents is an amount of \$2,962,900 (2024 - \$1,205,159) relating to grants and donations received in advance, which are recognised as liabilities (Note 12). These funds are restricted in use and are designated for specific programmes in accordance with respective funding agreements.

The annexed notes to the financial statements form an integral part of these financial statements.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

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

1. General Information

Tasek Academy and Social Services Limited (the Company) (UEN No. 201437089G), a public company limited by guarantee and not having any issued share capital, was incorporated in the Republic of Singapore. The registered office is located at 1 Yung Sheng Road, #03-06, Singapore 618495.

As at 31 August 2025, the Company has 3 (2024 - 3) members and the liability of the members are limited. In the event that the Company is being wound up while a member is in office, or within one year after he ceases to be a member, each member shall be liable for the payment of the debts and liabilities of the Company contracted before he ceases to be a member up to a sum not exceeding \$10.

The Company is an approved charity organisation under the Charities Act 1994 since 27 August 2015. It has been granted Institution of Public Character (IPC) status since 1 November 2016, and its current IPC status will expire on 20 September 2026.

The principal activity of the Company is that acting as a high level body responsible for raising funds and conducting activities for the disadvantaged in the community as stated in the objectives of its constitution.

The principal activities of the subsidiary are set out in Note 8 to the financial statements.

The consolidated financial statements of the Group and the financial statements of the Company for the year ended 31 August 2025 were authorised for issue in accordance with a resolution of the board of directors on 11 February 2026.

2. Material Accounting Policy Information**2.1 Basis of preparation**

These financial statements have been prepared in accordance with Singapore Financial Reporting Standards (FRS) under the historical cost convention, except as disclosed in the accounting policies below, and on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial periods beginning on 1 September 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group and the Company.

2.3 Functional currency

The individual financial statements of each group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the financial statements of the Company are presented in Singapore dollars, which is the functional and presentation currency of the Company and the presentation currency of the Group.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.4 Standards issued but not yet effective**

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements. The Group expects that the adoption of these standards will have no material impact on the financial statements in the year of initial application.

2.5 Significant accounting judgements and estimates

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

Judgements made in applying accounting policies

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

Key sources of estimation uncertainty

Management is of the opinion that there are no significant assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2.6 Income*Donations*

Donations are recognised in the statement of comprehensive income as and when the Group's entitlement to such income is established with certainty and the amount can be measured with sufficient reliability. This normally coincides with the receipt of the donation.

Government grants

Government grants are recognised as a receivable at their fair value where there is reasonable assurance that the grant would be received and the Group will comply with all the attached conditions. Grants receivables are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Government grants received but not utilised are presented as grants received in advance.

Interest income

Interest income is recognised as it accrues in the statement of comprehensive income, using the effective interest method.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.7 Employee benefits***Defined contribution plan*

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the statement of comprehensive income in the periods during which related services are rendered by employees.

Short-term employee benefits

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

2.8 Income tax

Tax expense comprises current and deferred tax. Current tax and deferred tax is recognised in the statement of comprehensive income except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

2.9 Financial instruments**(a) Financial assets****(i) Initial recognition and measurement**

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

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at FVPL are expensed in the statements of comprehensive income.

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

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.9 Financial instruments (continued)****(a) Financial assets (continued)****(ii) Subsequent measurement***Debt instruments*

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The Group only has debt instruments at amortised cost.

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

Debt instruments of the Group comprise cash and cash equivalents and other receivables.

(iii) Derecognition

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

(b) Financial liabilities**(i) Initial recognition and measurement**

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

(ii) Subsequent measurement

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

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

Financial liabilities measured at amortised cost comprise other payables.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.9 Financial instruments (continued)****(b) Financial liabilities (continued)****(iii) Derecognition**

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

(c) Offsetting

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.10 Cash and cash equivalents

Cash and cash equivalents comprise cash balances and short-term deposits that are readily convertible to known amount of cash and that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments. For the purpose of the statement of cash flows, pledged deposits are excluded whilst bank overdrafts that are repayable on demand and that form an integral part of the Group's cash management are included in cash and cash equivalents.

2.11 Plant and equipment

Items of plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

The cost of replacing a component of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of plant and equipment are recognised in the statement of comprehensive income as incurred.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

On disposal of an item of plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in statement of comprehensive income.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.11 Plant and equipment (continued)***Depreciation (continued)*

Depreciation is recognised as an expense in the statement of comprehensive income on a straight-line basis over the estimated useful lives of each component of an item of plant and equipment.

Depreciation is recognised from the date that the plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative years are as follows:

Office equipment	3 years
Computer equipment	3 years
Renovations	10 years
Furniture and fittings	3 years

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

Fully depreciated assets still in use are retained in the financial statements.

2.12 Basis of consolidation*Subsidiary*

Subsidiary is entity controlled by the Group. The financial statements of subsidiary is included in the consolidated financial statements from the date that control commences until the date that control ceases.

The accounting policies of subsidiary has been changed when necessary to align them with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Subsidiary in the separate financial statements

Investments in subsidiary is stated in the Company's statement of financial position at cost less accumulated impairment losses.

2.13 Impairment of financial assets

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

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.13 Impairment of financial assets (continued)**

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

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

2.14 Impairment of non-financial assets

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

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

Impairment losses are recognised in the statement of comprehensive income.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of comprehensive income.

2.15 Funds*Unrestricted funds*

Unrestricted funds are available for use at the discretion of the management in furtherance of the general objectives of the Company.

Restricted funds

Restricted funds are funds which can be utilised at the discretion of the management within the purposes specified by the donors in furtherance of the Company's objectives.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

2. Material Accounting Policy Information (continued)**2.16 Leases***Short-term leases and leases of low-value assets*

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

3. Donations

	Group/Company	
	2025	2024
	\$	\$
Donations		
- Tax deductible	985,417	655,443
- Non-tax deductible	338,152	66,346
	<u>1,323,569</u>	<u>721,789</u>

During the financial year, the Company issued tax deductible receipts for donations collected amounting to \$1,722,917 (2024 - \$676,267) pursuant to its IPC status.

4. Grant income

	Group/Company	
	2025	2024
	\$	\$
Government grants	207,741	453,867
Grants from private donors	-	149,500
	<u>207,741</u>	<u>603,367</u>

5. Employee Benefits Expense

	Group/Company	
	2025	2024
	\$	\$
Key management personnel		
- salaries and related costs	113,415	96,553
- CPF contributions	18,283	16,197
	131,698	112,750
Other than key management personnel		
- salaries and related costs	1,751,651	1,342,406
- CPF contributions	276,275	245,006
	<u>2,027,926</u>	<u>1,587,412</u>
	<u>2,159,624</u>	<u>1,700,162</u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

5. Employee Benefits Expense (continued)

The Directors of the Board are not paid any salary, nor any fee nor any form of financial reward nor receive any benefit-in-kind from the Company in the current and previous financial years.

Employee remuneration band

During the year, there was three (2024 - two) paid employees including one (2024 - one) key management personnel who each received annual remuneration exceeding \$100,000 as follows:

	Number of employees	
	2025	2024
<i>No. of key management personnel in remuneration band</i>		
Salary band		
\$100,001 to \$200,000	<u>1</u>	<u>1</u>
<i>No. of employees in remuneration band</i>		
Salary band		
\$100,001 to \$200,000	<u>2</u>	<u>1</u>

During the year, there was one (2024 - Nil) paid employee who is a close family member of a director who received annual remuneration exceeding \$50,000 as follows:

	Number of employees	
	2025	2024
<i>No. of close family member of a director in remuneration band</i>		
Salary band		
Above \$50,000 and below \$100,000	<u>1</u>	<u>-</u>

6. Income Tax Expense

The Company is a registered charity under the Charities Act 1994 and is exempted from income tax under the Singapore Income Tax Act 1947. The subsidiary is subject to Singapore income tax.

The tax expense on the results of the financial year for the Group varies from the amount of income tax determined by applying the Singapore statutory rate of income tax on Group's surplus as a result of the following differences:

	Group/Company	
	2025	2024
	\$	\$
Surplus before taxation	<u>240,293</u>	<u>24,945</u>
Tax at the corporate tax rate of 17%	40,850	4,241
Exemptions	<u>(40,850)</u>	<u>(4,241)</u>
	<u>-</u>	<u>-</u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

7. Plant And Equipment

Group	Office Equipment \$	Computer Equipment \$	Renovations \$	Furniture And Fittings	Total \$
Cost					
As at 1 September 2023	20,640	35,050	15,596	-	71,286
Additions	8,748	24,847	-	1,138	34,733
Disposal/Written off	-	(3,455)	-	-	(3,455)
As at 31 August 2024	29,388	56,442	15,596	1,138	102,564
Additions	1,100	11,685	19,000	-	31,785
As at 31 August 2025	30,488	68,127	34,596	1,138	134,349
Accumulated depreciation					
As at 1 September 2023	3,745	22,952	6,238	-	32,935
Depreciation	11,375	8,651	1,560	156	21,742
Disposal/Written off	-	(3,455)	-	-	(3,455)
As at 31 August 2024	15,120	28,148	7,798	156	51,222
Depreciation	7,263	14,679	2,193	379	24,514
As at 31 August 2025	22,383	42,827	9,991	535	75,736
Carrying amount					
At 31 August 2024	14,268	28,294	7,798	982	51,342
At 31 August 2025	8,105	25,300	24,605	603	58,613
Company					
Company	Office Equipment \$	Computer Equipment \$	Renovations \$	Furniture And Fittings	Total \$
Cost					
As at 1 September 2023	20,640	31,595	15,596	-	67,831
Additions	8,748	24,847	-	1,138	34,733
As at 31 August 2024	29,388	56,442	15,596	1,138	102,564
Additions	1,100	11,685	19,000	-	31,785
As at 31 August 2025	30,488	68,127	34,596	1,138	134,349
Accumulated depreciation					
As at 1 September 2023	3,745	19,497	6,238	-	29,480
Depreciation	11,375	8,651	1,560	156	21,742
As at 31 August 2024	15,120	28,148	7,798	156	51,222
Depreciation	7,263	14,679	2,193	379	24,514
As at 31 August 2025	22,383	42,827	9,991	535	75,736
Carrying amount					
At 31 August 2024	14,268	28,294	7,798	982	51,342
At 31 August 2025	8,105	25,300	24,605	603	58,613

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

8. Investment In Subsidiary

	Company	
	2025	2024
	\$	\$
Unquoted equity investment, at cost	335,000	335,000
Impairment loss	(329,270)	(326,114)
	<u>5,730</u>	<u>8,886</u>

Name of Subsidiary	Country of Incorporation and Place of Business	Principal Activities	Effective Equity Interest		Cost of Investment	
			2025	2024	2025	2024
			%	%	\$	\$
Aestiwood Pte. Ltd.	Singapore	Design and manufacturing wholesale of furniture	100	100	335,000	335,000

9. Other Receivables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Prepayments	16,618	1,193	16,398	1,193
Grant receivables	80,000	311,861	80,000	311,861
Other receivables	532	-	532	-
	<u>97,150</u>	<u>313,054</u>	<u>96,930</u>	<u>313,054</u>

10. Cash And Cash Equivalents

	Note	Group		Company	
		2025	2024	2025	2024
		\$	\$	\$	\$
Cash at bank and on hand		1,721,368	1,026,185	1,714,178	1,015,159
Fixed deposits with financial institutions		<u>5,052,324</u>	<u>3,513,950</u>	<u>5,052,324</u>	<u>3,513,950</u>
Cash and cash equivalents in the statement of financial position		6,773,692	4,540,135	6,766,502	4,529,109
Less:					
Fixed deposits with original maturity of more than three months		(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Restricted in use for restricted funds	11	<u>(787,608)</u>	<u>(175,759)</u>	<u>(787,608)</u>	<u>(175,759)</u>
Cash and cash equivalents in the statement of cash flows		<u>3,986,084</u>	<u>2,364,376</u>	<u>3,978,894</u>	<u>2,353,350</u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

11. Restricted Funds

The Group/Company has received restricted donations for the following programmes:

	Notes	Group/Company	
		2025	2024
		\$	\$
Tasek Sailors	11(a)	53,046	129,657
Beacon of Life	11(b)	7,515	-
Casework and Mentorship	11(c)	454,077	-
The Beacon	11(d)	250,000	-
Capital expenditure fund	11(e)	-	15,000
Mentorship	11(f)	-	5,602
Tasek Makers	11(g)	22,970	25,500
		<u>787,608</u>	<u>175,759</u>

The restricted funds are largely attributed to the restricted cash and cash equivalents disclosed in Note 10.

(a) Tasek Sailors

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	129,657	89,492
(Deficit)/Surplus for the year	(76,611)	40,165
Balance at end of the year	<u>53,046</u>	<u>129,657</u>

Tasek Sailors (formerly known as the Beacon of Life Academy (BOLA) programme) is the Company's signature football programme that focuses on players' holistic development. Apart from honing the players' footballing skills, Tasek Sailors provides the positive development platform for the players to build leadership and life skills through strengthening core values like resilience and care as well as developing social-emotional skills like self-management and relationship building. The programme was funded by external donations of \$141,492 (2024 - \$261,800) during the year.

(b) Beacon of Life

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	-	-
Surplus for the year	7,515	-
Balance at end of the year	<u>7,515</u>	<u>-</u>

The Beacon of Life programme is designed to support the successful reintegration of previously incarcerated individuals and their families into society. The programme was funded by external donations of \$20,000 (2024 - \$Nil) and incurred expenses of \$12,485 (2024 - \$Nil) during the year.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

11. Restricted Funds (continued)(c) Casework and Mentorship

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	-	-
Surplus for the year	454,077	-
Balance at end of the year	<u>454,077</u>	<u>-</u>

The Casework and Mentorship programme provides additional, targeted support to at-risk beneficiaries to address their individual needs. The programme was funded by external donations \$553,020 (2024 - \$Nil) and incurred expenses of \$98,943 (2024 - \$Nil) during the year.

(d) The Beacon

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	-	-
Surplus for the year	250,000	-
Balance at end of the year	<u>250,000</u>	<u>-</u>

The Beacon is a newly established two-storey community youth centre designed to support youth development and engagement. The Company has received \$250,000 (2024 - \$Nil) from an external donor for the running and maintenance of the building.

(e) Capital expenditure fund

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	15,000	4,500
Reclassified to deferred capital grant (Note 12.2)	(15,000)	10,500
Balance at end of the year	<u>-</u>	<u>15,000</u>

The Company applied for and obtained donation of \$15,000 from the President's Challenge 2023 in respect of capital expenditure for renovation works to be undertaken by the Company. The capital expenditure fund has been reclassified to deferred capital grant during the year, following a review of the nature of the grant.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

11. Restricted Funds (continued)(f) Mentorship

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	5,602	-
(Deficit)/Surplus for the year	<u>(5,602)</u>	<u>5,602</u>
Balance at end of the year	<u><u>-</u></u>	<u><u>5,602</u></u>

The Company has applied for and obtained donations of \$75,000 from the President's Challenge 2024 in respect of its mentorship programme to provide deeper support for 13- to 25-year-old youths who are struggling academically, are from disadvantaged families, or with poor connections with their family members. The Company has received \$52,500 (2024 - \$22,500) and incurred expenses of \$58,102 (2024 - \$16,898) during the year.

(g) Tasek Makers

	Group/Company	
	2025	2024
	\$	\$
Balance at beginning of the year	25,500	-
(Deficit)/Surplus for the year	<u>(2,530)</u>	<u>25,500</u>
Balance at end of the year	<u><u>22,970</u></u>	<u><u>25,500</u></u>

Tasek Makers is a programme that aims to benefit 60 primary school children (ages 7 - 12) and 40 secondary school teens (ages 13 - 17) from disadvantaged backgrounds. The programme was funded by external donations of \$25,500 in the prior year and incurred expenses of \$2,530 (2024 - \$Nil) during the year.

12. Other Liabilities

	Notes	Group/Company	
		2025	2024
		\$	\$
Non-current			
Donations received in advance	12.1	300,000	-
Current			
Donations received in advance	12.1	700,000	-
Deferred capital grant	12.2	14,367	-
Grants received in advance	12.3	1,948,533	1,205,159
		<u>2,662,900</u>	<u>1,205,159</u>
		<u><u>2,962,900</u></u>	<u><u>1,205,159</u></u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

12. Other Liabilities (continued)**12.1 Donations received in advance**

Donations received in advance are initially recorded as deferred income and are recognised as donation income when the conditions attached to the donation have been fulfilled.

	Group/Company	
	2025	2024
	\$	\$
At beginning of the financial year	-	-
Donations received	1,000,000	-
At end of the financial year	<u>1,000,000</u>	<u>-</u>

12.2 Deferred capital grants

The Company received a grant of \$15,000 from the President's Challenge 2023 for renovation works. Grants relating to depreciable assets are recognised as income over the useful life of the asset, in proportion to the depreciation expense of the related assets.

During the year, the renovation works were completed. The grant is released to the statement of comprehensive income in line with the depreciation of the renovation assets.

	Group/Company	
	2025	2024
	\$	\$
At beginning of the financial year	-	-
Reclassified from capital expenditure fund (Note 11(e))	15,000	-
Less: Released to statement of comprehensive income	(633)	-
At end of the financial year	<u>14,367</u>	<u>-</u>

12.3 Grants received in advance

The Company receives funding in the form of grants to fund its programmes, in accordance with its agreements with KidSTART Singapore Ltd (KSL), the Ministry of Culture, Community and Youth (MCCY), Sport Singapore, the National Youth Council Singapore (NYC), and the President's Challenge Grant. Grants are initially recorded as deferred income and are recognised in statement of comprehensive income when the related programme expenditures are incurred.

The movement in the grants received in advance is as follow:

	Group/Company	
	2025	2024
	\$	\$
At beginning of the financial year	1,205,159	736,812
Grants received	2,083,774	1,699,295
Less: Released to statement of comprehensive income	(1,340,400)	(1,230,948)
At end of financial year	<u>1,948,533</u>	<u>1,205,159</u>

13. Other Payables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Accrued operating expenses	<u>338,518</u>	<u>296,628</u>	<u>336,838</u>	<u>294,488</u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

14. Leases

The Company applies the “low-value asset” recognition exemption for its leases of copiers. Lease expenses relating to leases of low-value assets recognised in statement of comprehensive income for the year amounted to \$1,308 (2024 - \$1,304).

15. Related Party Transactions**15.1 Compensation of key management personnel**

The Company considers the directors and certain key appointment holders to be the key management personnel. The remuneration of key management personnel during the year are disclosed in Note 5 to the financial statements.

15.2 Other related party transactions

Other than the related party information disclosed elsewhere in the financial statements, the following are significant related party transactions entered into by the Group and the Company with related parties on terms agreed between the parties:

	Group/Company	
	2025	2024
	\$	\$
With close family members of a director:		
Donations received	55,000	-
Salaries and related costs paid/payable	53,369	-
CPF contribution paid/payable	9,219	-
With key management personnel:		
Donations received	<u>13,600</u>	<u>2,000</u>

16. Financial Instruments**16.1 Financial risk management**

The Group has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- market risk

The Group’s overall risk management is determined and carried out by the Board of Directors.

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

The Group does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

16. Financial Instruments (continued)**16.2 Credit risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the Group to incur a financial loss. The Group's exposure to credit risk arises primarily from other receivables. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

At the reporting date, the Group is not exposed to any significant credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Bank balances are transacted with reputable financial institutions possessing high credit quality, hence the risk of default is low.

16.3 Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in raising funds to meet the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, without incurring unacceptable losses or risking damage to the Group's reputation.

The Group monitors its liquidity risk and maintains sufficient level of cash and cash equivalents to finance the Company's operations.

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements:

Group	Less than 1 year \$	Between 1 and 5 years \$	Over 5 years \$	Total \$
<u>At 31 August 2025</u>				
Other payables	338,518	-	-	338,518
<u>At 31 August 2024</u>				
Other payables	296,628	-	-	296,628
Company	Less than 1 year \$	Between 1 and 5 years \$	Over 5 years \$	Total \$
<u>At 31 August 2025</u>				
Other payables	336,838	-	-	336,838
<u>At 31 August 2024</u>				
Other payables	294,488	-	-	294,488

16.4 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

16. Financial Instruments (continued)**16.4 Market risk (continued)*****Interest rate risk***

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

At the reporting date, the Group is not exposed to any interest rate risk as it does not hold any financial instruments subject to variable interests.

Foreign currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency rate risk arises when transactions are denominated in foreign currencies.

At the reporting date, the Group is not exposed to any foreign currency risk as it does not hold any financial instruments denominated in a foreign currency.

Market price risk

Market price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices.

At the reporting date, the Group is not exposed to any market price risk as it does not hold any quoted or marketable financial instruments.

16.5 Financial instruments by category

The aggregate carrying amounts of financial assets and financial liabilities were as follows:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Financial assets				
Other receivables	80,532	311,861	80,532	311,861
Cash and cash equivalents	6,773,692	4,540,135	6,766,502	4,529,109
Total financial assets measured at amortised cost	<u>6,854,224</u>	<u>4,851,996</u>	<u>6,847,034</u>	<u>4,840,970</u>
Financial liabilities				
Other payables	338,518	296,628	336,838	294,488
Total financial liabilities measured at amortised cost	<u>338,518</u>	<u>296,628</u>	<u>336,838</u>	<u>294,488</u>

TASEK ACADEMY AND SOCIAL SERVICES LIMITED AND ITS SUBSIDIARY

(Incorporated in the Republic of Singapore and Limited by Guarantee)

Notes to the Financial Statements for the financial year ended 31 August 2025

16. Financial Instruments (continued)**16.6 Fund management**

The Group's objectives when managing its funds are to safeguard the principal, maintain liquidity and obtain adequate returns from the management of funds to continue as a going concern. The directors consider the accumulated fund as the capital of the Company and no changes were made to the Group's fund management objectives during the financial years ended 31 August 2025 and 31 August 2024.

17. Determination of Fair Values

A number of the Group's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

Other receivables

The fair values of other receivables are estimated as the present value of future cash flows, discounted at the market rate of interest at the measurement date. Current receivables with no stated interest rate are measured at the original invoice amount if the effect of discounting is immaterial. Fair value is determined at initial recognition and, for disclosure purposes, at each annual reporting date.

Non-derivative financial liabilities

Non-derivative financial liabilities are measured at fair value at initial recognition and for disclosure purposes, at each annual reporting date. Fair value is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the measurement date.

Other financial assets and liabilities

The carrying amount of financial assets and liabilities with a maturity of less than one year is assumed to approximate their fair values.