ANNUAL REPORT 2025

Stronger Together, Growing Forward

TCC CREDIT CO-OPERATIVE
Transforming Lives, Building Communities.

About TCC Credit Co-operative

TCC Credit Co-operative Ltd has been dedicated to strengthening our financial community and enriching the lives of our members since our founding. As a trusted and member-focused co-operative, we continuously engage with our stakeholders to align our strategies with their evolving needs, fostering a strong sense of belonging and financial well-being.

Through the TCC Credit Co-operative Ltd Annual Report 2025, we present a comprehensive overview of our financial and non-financial performance, reflecting our commitment to responsible financial stewardship and sustainable growth. This report highlights our key initiatives, objectives, and achievements within the year's economic landscape while demonstrating how we create long-term value for our members and the broader community.

This report covers the period from 1 January to 31 December 2025 and is published on 10 June 2026. It is available online at https://www.tcc.org.sg/agm2026, with print copies available upon request.

All figures in this Annual Report are in Singapore dollars unless otherwise specified. Certain figures may be subject to rounding adjustments.

Co-operative Overview

Building on Legacy.
Driven by Purpose.
Empowered for the Future.

Our Vision

To be the first-choice credit co-operative, offering innovative, fair, and family-oriented financial services that provide quality and lasting value to our members.

Our Mission

Guided by our co-operative values, we are committed to delivering the best financial and related services to our members and their families, fostering financial security, trust, and community support.

At TCC Credit Co-operative Ltd, we are more than just a financial institution—we are a trusted co-operative dedicated to the financial well-being of our members. Founded with a mission to promote responsible financial management and community support, TCC is committed to helping our members achieve financial security and stability through ethical, member-first financial solutions.

As a member-owned co-operative, we operate on the principles of mutual aid, inclusivity, and shared prosperity. Our core focus is to provide affordable loans, savings plans, and financial assistance that empower our members to navigate life's financial challenges with confidence.

Our purpose is to empower members with ethical, community-driven financial solutions that promote stability, growth, and well-being. We believe in people over profits, ensuring that every financial service we offer strengthens the financial security of our members and their families.

Chairman's Message

Shareef Bin Abdul Jaffar, PBS (Polis)
Chairman

Building on Our Strengths, Preparing for the Future

2025 was a year of meaningful progress and proud milestones for TCC Credit Co-operative Ltd. Amid a dynamic economic environment and evolving member expectations, TCC remained steadfast in its mission — providing accessible, trusted financial services while deepening our connections with members and the communities we serve.

Grounded in sound governance and prudent financial stewardship, TCC continued to strengthen its foundations even as the world around us continued to change. The achievements reflected in this report are a testament to the collective dedication of our Board, Management, Staff, Member Representatives, and volunteers — and above all, to the enduring trust of our members.

Sustained Financial Strength and Member Confidence

It gives me great pleasure to report that TCC achieved a net surplus of approximately $1.2 million for the financial year ended 31 December 2025. This result is a reflection of our disciplined financial management, the resilience of our business

Chairman's Message

model, and our unwavering commitment to long-term sustainability.

In recognition of this performance, the Board has declared a dividend of 3%, consistent with the previous year. We believe this strikes the right balance — rewarding our members for their loyalty while safeguarding the Co-operative's financial strength to fuel future growth and innovation.

Members' confidence in TCC remained strong throughout the year. Total funds held in savings and fixed deposit accounts increased by approximately $8 million, reflecting continued trust in TCC as a safe and reliable place for members to grow and safeguard their savings.

As at 31 December 2025, TCC's membership stood at 40,797. While this reflects a slight decrease from the prior year, it is important to note that this was a deliberate outcome of a comprehensive review and clean-up of dormant memberships. This exercise has sharpened the accuracy of our membership base and positioned us to deliver more targeted and meaningful engagement going forward.

Membership stands at

40,797

Net surplus of approximately

$1.2 million

Total funds in fixed deposit increased by approximately

$8 million

Dividend of

3%

Chairman’s Message

> **The future of TCC is being shaped today through prudent stewardship, bold investments, and a steadfast commitment to our members. Together, we are building a co-operative that is stronger, connected, and ready for the opportunities ahead.**

Record Loan Disbursements Supporting Members

At the heart of TCC’s purpose is a commitment to supporting members through affordable, responsible, and compassionate lending.

We are proud to share that 2025 saw TCC achieve a record loan disbursement of approximately $20 million — the highest in the past 10 years. This milestone speaks volumes about the relevance of our financial solutions and the deep trust our members place in TCC to be there when it matters most.

Through our range of loan products, TCC continued to assist members with education, healthcare, home improvements, personal commitments, and other important life needs. By providing accessible financing at competitive rates, the Co-operative continues to play a meaningful role in enhancing the financial wellbeing of members and their families.

Advancing Our Digital Transformation Journey

The financial services sector continues to evolve rapidly, and TCC remains committed to ensuring that members benefit from greater convenience, accessibility, and efficiency.

During the year, we made substantial progress in implementing TCC’s new Digital Banking System — a transformative investment that will fundamentally reimagine how members engage with the Co-operative. We are on track for launch in the third quarter of 2026, and we look forward with excitement to a platform that will elevate the member experience, strengthen our security capabilities, and drive greater operational efficiency across the organisation.

Chairman’s Message

Groundwork has also been laid for the launch of TCC’s fully revamped website, expected by mid 2026. Built with our members at the centre, the new site will offer a fresher, more intuitive digital experience — featuring enhanced accessibility, richer functionality, and a design that reflects the modern Co-operative we are becoming.

Together, these initiatives mark a defining step in TCC’s evolution into a digitally empowered, future-ready Co-operative — one that serves members not just today, but well into the decades ahead.

Investing in Infrastructure for Long-Term Sustainability

Throughout 2025, the redevelopment and fit-out of TCC’s future home at 466 Serangoon Road has been progressing with encouraging momentum, bringing us ever closer to an important chapter in our story. The new premises will provide a modern environment that supports both operational excellence and member engagement.

Beyond serving as TCC's headquarters, the facility is envisioned as a vibrant community hub where members can connect, learn, and participate in meaningful activities.

Relocation is targeted for the third quarter of 2026 — a milestone we look forward to with great anticipation. This investment is a powerful statement of TCC’s long-term commitment to both our members and our community, and a tangible symbol of the bright future we are building together.

Strengthening Community Engagement

At TCC, we have always believed that a truly great co-operative is about more than finances — it is about the relationships, shared experiences, and sense of belonging that bring our community to life.

Throughout 2025, members participated in a variety of programmes that included highly-rated Toastmasters sessions, legal clinics, educational workshops, youth activities, photography outings, and our ever-popular hiking programmes. These member-first initiatives provided members with valuable opportunities to learn, network, and build lasting friendships.

A proud highlight of 2025 was the launch of TCC’s inaugural Overseas Hiking Programme — a wonderful blend of adventure, wellness, and community bonding that was warmly embraced by participants.

Chairman’s Message

Its success signals a growing appetite among members for immersive, experiential activities, and we are excited to build on this momentum.

The Photography Interest Group also enjoyed a resurgence of energy during the year, with growing participation and a richer calendar of activities. Collectively, these programmes reflect the vibrant, connected community that is at the very heart of what TCC stands for.

Looking Ahead

As we look ahead to 2026, we do so with genuine optimism and quiet confidence. The strides made in financial performance, digital transformation, infrastructure, and community engagement have laid a firm and promising foundation.

With our new premises, digital banking platform, and revamped website all coming to life in the year ahead, 2026 promises to be a year of exciting renewal for TCC and our members.

On behalf of the Board of Directors, I wish to express my heartfelt appreciation to every member of the TCC family. To our members — thank you for your steadfast trust and loyalty. To our Advisors, Management, Staff, volunteers, and Member Representatives — your dedication, passion, and hard work are the true engine of our progress, and I am deeply grateful for all that you do.

Together, we will continue to build a stronger, more innovative, and more enduring Co-operative, one that transforms lives, strengthens communities, and leaves a lasting legacy for generations to come.

Shareef Bin Abdul Jaffar, PBS (Polis)
Chairman

Secretary’s Overview

G. Kharthick
Secretary & General Manager

Navigating Transformation and Building a Future-Ready Co-operative

The year 2025 was a year of progress and preparation for TCC Credit Co-operative Ltd as we continued strengthening our capabilities to serve members in an evolving financial and digital landscape.

Guided by the Board of Directors and supported by our dedicated staff, Management remained focused on enhancing operational efficiency, strengthening governance, and laying the foundation for the Co-operative's future growth and sustainability.

Driving Digital Transformation

A key focus during the year was the continued implementation of TCC's new Digital Banking System, one of the most significant transformation initiatives undertaken by the Co-operative. Scheduled for launch in 2026, the system will enhance service delivery, improve operational efficiency, strengthen internal controls, and provide members with greater convenience and accessibility.

Secretary's Overview

Our investments in technology, governance, and people are driven by one purpose — to deliver greater convenience, stronger security, and better experiences for our members today and in the years ahead.

Preparatory work also commenced on TCC's revamped website, which will feature improved navigation, mobile responsiveness, enhanced accessibility, and greater opportunities for digital engagement.

These initiatives reflect our commitment to remaining relevant, innovative, and responsive to the changing needs of our members.

Building Organisational Capability

Technology alone does not drive transformation—people do.

Throughout the year, staff participated in training programmes focused on cybersecurity awareness, digital literacy, data protection, compliance, and operational excellence. As digitalisation accelerates across the financial services sector, these investments help ensure that our employees remain equipped with the knowledge and skills required to support members effectively and securely.

Management remains committed to fostering a culture of continuous learning and adaptability as we prepare for the future.

Strengthening Governance and Risk

As Secretary to the Board and General Manager, I continue to work closely with the Board of Directors to support good governance, effective decision-making, and the successful execution of the Co-operative's strategic priorities.

Alongside our digital transformation efforts, Management has placed increasing emphasis on strengthening risk management capabilities, particularly in the areas of cybersecurity, technology governance, data protection, operational resilience, and business continuity planning.

These measures are essential in ensuring that TCC remains secure, resilient, and well-positioned to navigate an increasingly complex operating environment.

Secretary's Overview

Empowering Members Through Education

Looking ahead, TCC intends to expand its educational outreach through Digital Literacy and Financial Literacy programmes for members. These initiatives will focus on areas such as scam awareness, cybersecurity best practices, financial planning, budgeting, savings, and overall financial wellness.

By equipping members with practical knowledge and skills, we hope to strengthen their confidence and resilience in an increasingly digital world.

Looking Ahead

The year ahead will be an exciting one as we prepare for the launch of our new Digital Banking System and the completion of our new premises at 466 Serangoon Road. These milestones will strengthen our ability to serve members while positioning TCC for long-term success.

On behalf of Management, I would like to express my sincere appreciation to the Board of Directors for their leadership, our staff for their dedication and professionalism, our volunteers and Member Representatives for their contributions, and most importantly, our members for their continued trust and support.

For a detailed account of the Board's activities, governance matters, audit and compliance oversight, member engagement initiatives, and other key activities undertaken during the year, members are invited to refer to the Secretary's Report that follows.

Together, we remain committed to transforming lives, building communities, and creating a stronger and more future-ready Co-operative.

Board Meetings

Twelve (12) Board meetings were held in the year 2025. The attendance record of the Board meetings is shown on Page 26.

External Auditors

P G Wee Partnership LLP were appointed as External Auditors for the financial year 2025.

Secretary’s Overview

Audit Committee

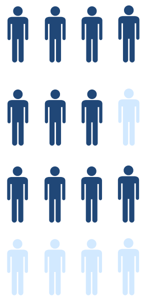
There were 4 meetings held by the Audit Committee during the year 2025. The Audit Committee composition, appointed by the Board, and the meeting attendance is presented below:

Arunachalam Subramanian
Chairman

Abuthahir Abdul Gafoor
Independent Member

Richard Tay
Independent Member

Luke Furler
Independent Member



Summary of Activities

During the financial year, the Audit Committee convened four meetings. At the first meeting, the Committee approved the appointment of P G Wee Partnership LLP as the new external auditors, and the auditors presented the audit plan for the financial year ended 31 December 2024.

At the second meeting, the external auditors presented the audited financial statements together with the key audit findings arising from the external audit. At the third meeting, Incorp tabled the internal audit plan and timeline for FY2025 for the Committee’s review.

At the fourth meeting, P G Wee Partnership LLP presented the audit plan for the financial year 2025. During the meeting, the Chairman of the Audit Committee also briefed the Committee and the external auditors on the unsupported payments identified in Security Masters Pte Ltd during 2024 and 2025.

Minimum Liquidity Asset (MLA) & Capital Adequacy Ratio (CAR)

TCC’s MLA and CAR ratios for 2025 satisfy the prudential requirement set by the Registry of Co-operative Societies as stated below:

Minimum Liquid Asset
33.59%

Capital Adequacy Ratio
13.13%

Common Good Fund Benefits

A sum of $157,436 was granted to members as follows:

Hospitalisation Grant	-	$ 57,815
Benevolent Grant	-	$ 14,475
Loyal Membership Awards	-	$ 40,000
Scholarship and Bursary Awards	-	$ 35,160
Baby Bonus	-	$ 2,800
Wellness Basket	-	$ 6,936
Marriage Grant	-	$ 250

Secretary's Overview

Scholarship and Bursary Awards for 2025

One hundred and twenty-five Scholarship Awards and Bursary Awards were given to members' children. The total value of the awards amounted to $35,160.00.

Loyal Membership Awards for 2025

Eighty members with at least 25 years of loyal membership with TCC received $500.00 each being credited into their Super Savings account.

2025 Other Activities

The year 2025 was a meaningful and vibrant year for TCC Credit Co-operative Limited as we continued strengthening our community through member engagement activities, educational initiatives, and meaningful outreach programmes. We were heartened to witness strong participation from members of different age groups and backgrounds, reflecting the growing sense of unity and belonging within the TCC family.

Our Hiking Interest Group remained one of the most active and well-supported member activities throughout the year. Members came together regularly to enjoy nature, promote healthy living, and build stronger friendships through shared experiences. Hiking sessions held at Bukit Timah Nature Reserve and Punggol Waterway Park were especially well received, attracting both long-time members and new participants. These activities not only encouraged wellness and active lifestyles but also created opportunities for members to socialise and learn more about the benefits and community spirit of TCC.

The TCC Toastmasters Interest Group also continued to grow steadily in 2025. Members actively participated in sessions aimed at improving communication, public speaking, and leadership skills in a supportive and encouraging environment.

One of the key highlights of the year was the Dr. R. Theyvendran Scholarship and Bursary Awards Presentation Ceremony. The event celebrated the academic achievements and perseverance of students from primary school to university level. Beyond financial support, the programme reflected TCC's continued commitment towards empowering members and their families through education and lifelong learning opportunities.

TCC also began planning for a new community initiative focused on supporting single mothers and widows through

Secretary's Overview

educational, wellness, and empowerment programmes. This initiative, developed in collaboration with community partners, aims to provide practical support, awareness, and opportunities for personal growth and resilience. The programme reflects TCC's belief in building an inclusive and caring community that uplifts individuals beyond financial assistance.

Our monthly Legal Clinic Sessions continued to remain highly sought after by members, providing accessible legal guidance and support on various personal matters.

We sincerely thank all our members, volunteers, partners, and committees for their continued support and participation throughout the year. Together, we continue transforming lives and building stronger communities for the future.

Thank you.

G. Kharthick
Secretary & General Manager

Financial Highlights

Income
$4,974,371

Surplus
$1,454,670

Savings
$47,449,707

Subscription
$28,331,541

Dividends
$812,771

Term Deposits
$6,649,018

Loans

Disbursed — In Value
$20,303,352

Portfolio — In Value
$36,227,576

Disbursed — In Number
510

Breakdown of Assets	2021 ($)	2022 ($)	2023 ($)	2024 ($)	2025 ($)
Loans (Net)	28,517,058	24,801,121	23,884,452	27,891,361	36,227,576
Cash & Cash Equivalents	55,066,459	56,993,257	38,353,494	29,386,472	27,683,325
Property, Plant & Equipment	3,180,679	3,163,849	22,554,743	26,100,934	26,844,263
Intangible Assets	234,486	222,418	137,445	127,050	77,853
Investments	4,550,233	4,811,227	4,598,787	4,621,683	5,464,843
Others	243,112	193,810	83,656	11,681	637,409

Restricted Investments

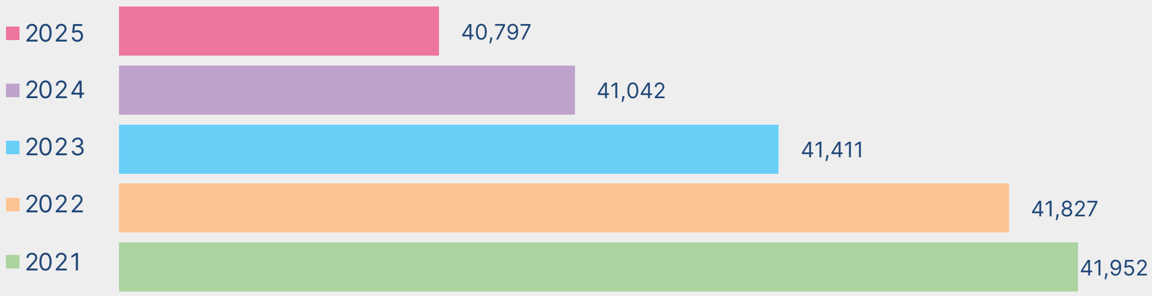
As at 31st December 2025, our Restricted Investments amounted to

$2,621,958

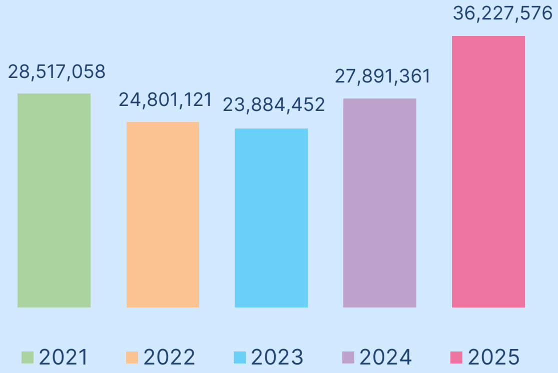
or **2.7%** of the total assets

Restricted Investments	As at 31st December 2025 ($)	As at 31st December 2024 ($)
Investment Property *200 Jalan Sultan, S199018*	333,811	346,991
Shares Listed on SGX	1,288,147	1,046,747
Corporate Bonds *Issued in Singapore & Managed Funds(s) with Capital Protection Mandate*	NIL	NIL
Shares in Other Co-Operatives *(purchased after 30 Jun 2010)*	1,000,000	1,000,000
Total	2,621,958	2,393,738

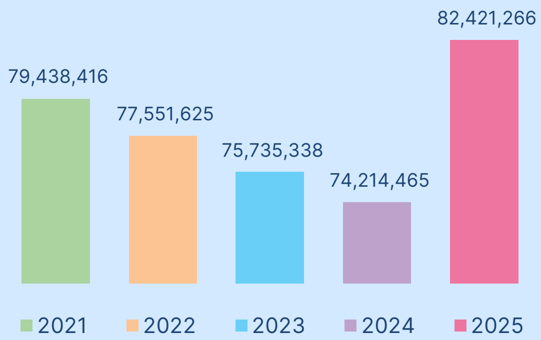
Membership



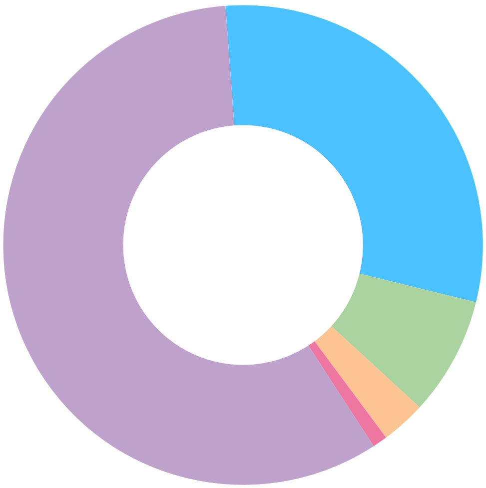
Loans (Net)



Deposits



Loans disbursed – By type



$11,799,633
58% Secured Against Property

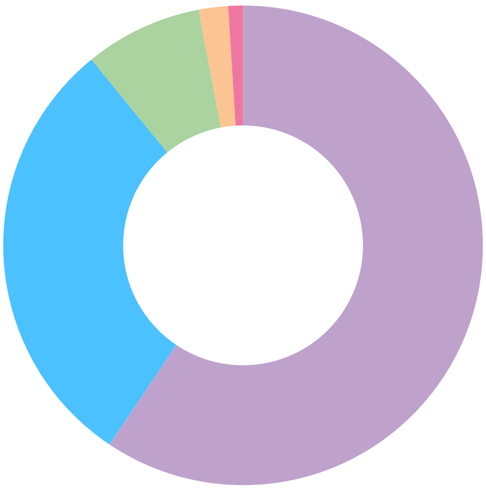
$6,173,700
30% Personal

$1,762,567
8% Renovation

$525,713
3% Education

$41,739
1% Secured Against Savings

Loans portfolio – By type



$23,137,381
60% Secured Against Property

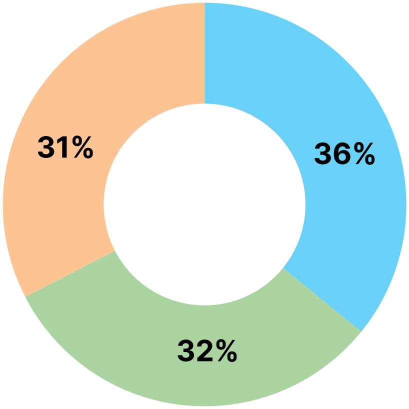
$11,307,730
30% Personal

$3,070,498
7% Renovation

$786,593
2% Education

$24,247
1% Secured Against Savings

Investment in shares

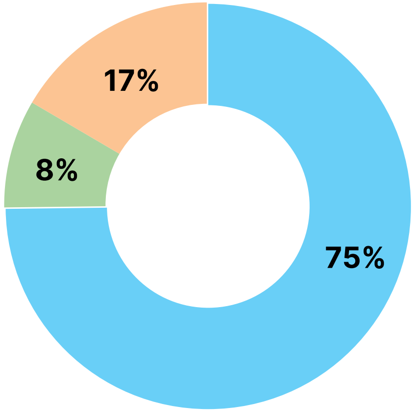


$1,288,147
Quoted equity

$1,170,000
Subsidiary

$1,134,695
Unquoted equity

Investment Portfolio



$16,231,425
Term Deposit

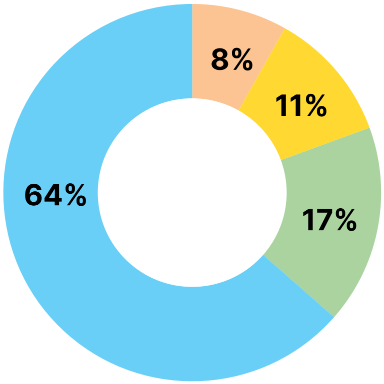
$3,592,842
Shares

$1,872,001
Investment Properties

Return on Investment

$661,031
Term Deposit Interest

$84,992
Dividend from Shares



$117,000
Dividend from Subsidiary

$177,600
Rental Income

Membership Highlights

40,797
Total Members

550
New Members

Annual Scholarship & Bursary Award
$35,160

Baby Bonus
$2,800

Loyal Membership Awards
$40,000

Marriage Grant
$250

Hospitalisation Grant
$57,815

Wellness Basket
$6,936

Benevolent Grant
$14,475

Board of Directors

Mr Shareef Bin Abdul Jaffar, PBS (Polis)

Chairman

Mr Tan Geok Seng

Vice Chairman

Mr Daniel Cher Choong Kiak, PBM

Director

Ms Maria B Amri

Director

Her Excellency Helen Campos

Director

Board of Directors

Mr Hamzah Bin Hj Abdul Karim
Director

Mr Santhanaram Jayaram
Director

Mr Joshua Benjamin, PBM
Director

Ms Karen Ang Lee Kiang
Director

Dr Arunachalam Subramanian
Director

Advisors

Mr M. Lukshumayeh
Legal Advisor

Mr R. Ravindran
Advisor

Mr Eric Cheong, BBM
Advisor

External Auditors
P G Wee Partnership LLP

Internal Auditors
In.Corp Business Advisory Pte. Ltd.

Legal Consultants
Tito Isaac & Co LLP
John Law Chambers LLC

Tribute to Mr. Konidala Perumal Munirathnam

Konidala Perumal Munirathnam
Advisor

Retirement as Advisor, TCC Credit Co-operative Ltd

The Board of Directors, Management, and Members of TCC Credit Co-operative Ltd extend our deepest appreciation and gratitude to Mr. Konidala Perumal Munirathnam upon his retirement as Advisor during the year 2025.

Mr. Munirathnam has dedicated more than two decades of distinguished service to TCC, contributing significantly to the growth, stability, and development of the Co-operative. Throughout his years of service, he has been a steadfast supporter of the Co-operative movement and a trusted source of guidance, wisdom, and encouragement to both the Board and Management.

His unwavering commitment to the principles and values of co-operation, coupled with his passion for serving members, has helped shape TCC's journey over the years. As Advisor, he played an invaluable role in providing strategic counsel, sharing his wealth of experience, and supporting the Co-operative through various milestones and challenges.

On behalf of the entire TCC community, we express our heartfelt thanks for his many years of loyal and selfless service. While we bid farewell to him in his official capacity, his legacy will continue to be remembered as part of TCC's rich history and enduring success.

We wish Mr. Munirathnam good health, happiness, and fulfilment in his retirement, and we thank him for his remarkable contributions to TCC Credit Co-operative Ltd.

Board Sub-Committees

Establishment Committee

Shareef Bin Abdul Jaffar – Chair
Tan Geok Seng
Daniel Cher Choong Kiak
Maria B Amri
Her Excellency Helen Campos

Audit Committee

Arunachalam Subramanian – Chair
Abuthahir Abdul Gafoor
Richard Tay
Luke Furler

Investment Committee

Tan Geok Seng – Chair
Daniel Cher Choong Kiak
Santhanaram Jayaram

Youth Committee

Daryl Tan – Chair
Mohanaruby
Shobikar D/O Mahaendran
Lim Poh Ngo Jennifer
Lim Zhi Wang
Wong Shu Jun
Leu Fook Joy
B N B Diviyadhaarshini
Sharon Koh Xuan En
Santhanaram Jayaram – Mentor
M. Lukshumayeh – Mentor
Daniel Cher Choong Kiak – Mentor

Rebranding Committee

Shareef Bin Abdul Jaffar – Chair
Santhanaram Jayaram
Daniel Cher Choong Kiak
Karen Ang Lee Kiang
Her Excellency Helen Campos

IT Committee

Tan Geok Seng – Chair
Daniel Cher Choong Kiak
M. Lukshumayeh
Ejaline

Membership & Events Committee

Karen Ang Lee Kiang – Chair
Joshua Benjamin
Hamzah Bin Hj Abdul Karim

Property Development Committee

Shareef Bin Abdul Jaffar – Chair
Tan Geok Seng
Daniel Cher Choong Kiak
Maria B Amri
Her Excellency Helen Campos
Arunachalam Subramanian
Santhanaram Jayaram

Marketing & Communications Committee

Santhanaram Jayaram – Chair
Tan Geok Seng
Daniel Cher Choong Kiak
Karen Ang Lee Kiang

Board Attendance

The Board of Directors consists of directors who volunteer their time and expertise to uphold the Co-operative's commitment to openness and transparency. The meeting attendance of the Board of Directors is presented below:

Name	Position	2025											
		22 Jan	19 Feb	19 Mar	23 April	21 May	25 Jun	28 Jul	20 Aug	29 Sep	22 Oct	26 Nov	17 Dec
Mr Shareef Bin Abdul Jaffar	Chairman	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Mr Tan Geok Seng	Vice-Chairman	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Mr Daniel Cher Choong Kiak	Director	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Ms Maria B Amri	Director	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Mr Hamzah Bin Hj Abdul Karim	Director	Present	Absent	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Mr Joshua Benjamin	Director	Present	Present	Present	Present	Present	Present	Absent	Present	Present	Present	Present	Present
Mr Santhanaram Jayaram	Director	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present
Ms Karen Ang Lee Kiang	Director	Present	Absent	Present	Present	Present	Present	Present	Absent	Present	Present	Present	Present
Her Excellency Helen Campos	Director	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Absent
Dr Arunachalam Subramanian	Director	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present	Present

(Present) (Absent)

MINUTES OF THE NINETY-SECOND ANNUAL GENERAL MEETING HELD ON SATURDAY, 31 MAY 2025, AT THE MANAGEMENT DEVELOPMENT INSTITUTE OF SINGAPORE (MDIS) CAMPUS, 501 STIRLING ROAD, SINGAPORE 148951.

Minutes of the 92nd Annual General Meeting

MEMBERS PRESENT: 897 members

There being a quorum, the Secretary, Mr. Gangatharan Kharthick called the meeting to order at 11:00 AM.

NOTICE OF MEETING

The Secretary, Mr. Gangatharan Kharthick, read the Notice of Meeting convening the 92nd Annual General Meeting.

AGENDA 1: CHAIRMAN'S ADDRESS

The Chairman warmly welcomed all members, fellow Directors, Advisors, Management, Staff, and Guests to the 92nd Annual General Meeting of TCC Credit Co-operative Ltd. He expressed his appreciation for their presence, unwavering support, and continued trust in the Co-operative over the years.

The Chairman shared that this year's AGM marked a truly historic occasion as Singapore celebrates the 100th anniversary of the Co-operative Movement, alongside Singapore's 60th birthday and the United Nations' International Year of Co-operatives. Reflecting on these milestones, he acknowledged the pioneers of the Co-operative Movement whose vision, sacrifice, and commitment laid the foundation for co-operatives like TCC to thrive today.

He proudly highlighted that TCC Credit Co-operative Ltd has continued to remain strong and resilient despite global economic uncertainties and rising interest rates. The Co-operative recorded a net operating surplus of $1 million for the financial year ended 2024, reflecting prudent management, sound governance, and the unwavering commitment to safeguarding members' interests.

The Chairman was pleased to report that membership had grown to 41,042 members, further strengthening the TCC community and reaffirming the trust members continue to place in the Co-operative. Loan disbursements also increased significantly during the year, demonstrating TCC's continued role as a compassionate and responsible financial partner supporting members through their financial needs.

Minutes of the 92nd Annual General Meeting

In recognition of the Co-operative's performance and commitment to returning value to members, the Chairman announced the declaration of a 3% dividend. He shared that this dividend represented more than just a financial return, but a reflection of the collective success and shared prosperity achieved together as a Co-operative community.

The Chairman also highlighted TCC's continued efforts in embracing digital transformation and innovation. He announced that the Co-operative is currently undertaking one of its most significant technological upgrades through the implementation of a new Oracle-powered Digital Banking System, which is targeted for launch by mid next year.

He shared that the new system would provide enhanced security and transparency, faster and more seamless transactions, as well as improved digital accessibility for members through 24/7 services. The digitisation initiative reflects TCC's commitment to remaining future-ready while improving operational efficiency and strengthening members' banking experience.

In line with this digital transformation journey, the Chairman also proudly unveiled TCC's refreshed brand identity, including a new logo and revitalised visual direction. He explained that the refreshed branding symbolises TCC's readiness for the future while remaining rooted in its co-operative values of inclusivity, relevance, and community.

Complementing this transformation is the launch of TCC's new website, scheduled for Q2 2026. The Chairman shared that the website will feature intuitive navigation, a mobile-friendly experience, and an AI-powered chatbot to better support members and improve accessibility to services and information.

The Chairman also updated members on the redevelopment of TCC's new property at No. 466 Serangoon Road. He described this as a strategic investment towards strengthening TCC's long-term presence and operational capabilities. The new premises is expected to be completed by Q2 2026 and will serve not only as a modern service centre but also as a vibrant community hub for members and activities.

On the area of membership growth and inclusivity, the Chairman announced that TCC has expanded membership eligibility to all working residents in Singapore, including Long-Term Visit Pass holders. He explained that this reflects TCC's belief in providing fair, affordable, and compassionate financial services to a wider community who contribute to Singapore's society and economy.

Minutes of the 92nd Annual General Meeting

The Chairman also introduced the new Fixed Deposit product, which provides members with a secure and competitive savings solution tailored to support various financial goals such as education, home ownership, and retirement planning.

Throughout his address, the Chairman reaffirmed that all initiatives and decisions undertaken by TCC continue to be guided by the Co-operative's core values of Caring, Fairness, Reliability, and Responsiveness. He emphasised that TCC remains committed not only to financial success but also to uplifting lives, supporting dreams, and strengthening communities.

In closing, the Chairman expressed his heartfelt appreciation to all members, Board members, Advisors, Management, and Staff for their dedication, trust, and contributions towards the growth and success of TCC Credit Co-operative Ltd.

He reminded members that they are not merely customers, but co-owners and stakeholders of the Co-operative, whose support continues to shape the strength and future of the co-operative.

The Chairman encouraged members to continue journeying together with TCC by participating actively in upcoming programmes, events, and initiatives, while continuing to spread awareness of the Co-operative to their family members and friends.

He concluded on an optimistic and inspiring note, expressing confidence that through unity, co-operation, and shared purpose, TCC will continue to uplift lives, strengthen communities, and build a brighter and more inclusive future for generations to come.

He wished all members good health, happiness, and continued success until the next Annual General Meeting.

Thank you.

AGENDA 2: TO ADOPT STANDING ORDERS

The Standing Orders of the 92nd Annual General Meeting having been circulated was unanimously adopted on the proposal of Mr. A. K. Latchumanan and seconded by Mr. Peter Anthony.

Minutes of the 92nd Annual General Meeting

AGENDA 3: TO CONFIRM THE MINUTES OF THE 91st ANNUAL GENERAL MEETING

The Minutes of the 91st Annual General Meeting held on Saturday, 8 June 2024 having been circulated was taken as read and confirmed on the proposal of Ms. Chandran Rajini and seconded by Mr. Mohamed Zaki Hakim Bin Ujang.

AGENDA 4: TO RECEIVE & ADOPT THE ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

The Annual Report was unanimously adopted on the proposal of Mr. M. Kunaseakanan and seconded by Mdm. Goh Puay Luan.

AGENDA 5: TO RECEIVE & ADOPT THE AUDITOR'S REPORT & STATEMENT OF ACCOUNTS FOR THE FINANCIAL

The Auditors' Report and Statement of Accounts for the year 2024 having been previously circulated was deliberated on the proposal of Mr. A. K. Latchumanan and seconded by Ms. Koo Mei Foong Susan and unanimously approved.

AGENDA 6: TO APPROVE THE APPROPRIATION OF PROFITS FOR THE YEAR 2024

It was unanimously agreed that a dividend of 3% be declared for the year 2024 together with the proposed appropriated surplus on the proposal of Mr. Abdul Salam Bin Maithu Hamid and seconded by Mr. Manivasan S/O Rengan.

AGENDA 7: TO APPROVE THE PAYMENT OF HONORARIUM FOR THE BOARD OF DIRECTORS WHO ARE NOT IN RECEIPT OF ALLOWANCES

The House unanimously agreed to an honorarium of up to $70,000 be paid to the members of the Board being declared on the proposal of Mr. Hamidah Bte Amid and seconded by Mr. Enid Wong Sook Yeng.

AGENDA 8: TO APPROVE THE ESTIMATE OF EXPENDITURE FOR THE YEAR 2025

The Estimate of Expenditure for the year 2025 was unanimously approved on the proposal of Ms. Khatijah Bte Mohamed Safrain and seconded by Mr. Baskaradas Manikam.

Minutes of the 92nd Annual General Meeting

AGENDA 9: TO APPROVE MAXIMUM LIABILITY FOR THE YEAR 2025/2026

The Maximum liability of Savings and Subscriptions of $100,000,000.00 and loans of $80,000,000 was unanimously approved on the proposal of Mr. A. K. Latchumanan and seconded by Mr. Baskaradas Manikam.

AGENDA 10: TO DELEGATE THE BOARD OF DIRECTORS THE POWER TO APPOINT TCC'S INTERNAL AUDITORS FOR THE YEAR 2025/2026

The House unanimously gave the mandate to the Board of Directors to appoint the Internal Auditors for the year 2025/2026 on the proposal of Mr. Peter Anthony and seconded by Mr. Seow Kah Shiew.

AGENDA 11: TO DELEGATE THE BOARD OF DIRECTORS THE POWER TO APPOINT TCC'S EXTERNAL AUDITORS FOR THE YEAR 2024

The House unanimously gave the mandate to the Board of Directors to appoint the External Auditors for the year 2025 on the proposal of Mr. Cho Chai Huat Charlie and seconded by Ms. Chow Chui Mei Esther.

AGENDA 12: TO RE-ELECT/ELECT MEMBERS TO SERVE ON THE BOARD

The Secretary announced that on the day of the Nomination, the following nominations were returned unopposed to the Board of Directors

Re-Elected
Mr. Hamzah Bin Hj Abdul Karim
Mr. Santhanaram Jayaram
Ms. Karen Ang Lee Kiang
Dr. Arunachalam Subramanian

The above members had been appointed as Directors of the Board of TCC Credit Co-operative for a term of THREE (3) years.

This was unanimously approved on the proposal of Mr. Lim Soon Kheng and seconded by Mr. M. Kunaseakanan.

Minutes of the 92nd Annual General Meeting

AGENDA 13: TO CONSIDER ANY OTHER BUSINESS

Mr. A. K. Latchumanan commended the co-operative for its strong financial performance and expressed his appreciation for the dedication and professionalism of the TCC staff, who have consistently been helpful, responsive, and attentive whenever he sought assistance.

He also conveyed his best wishes for the continued success of the various initiatives undertaken by TCC and expressed confidence in the co-operative's efforts to create greater value and opportunities for its members.

CONCLUSION

On behalf of the Board of Directors, the Chairman thanked all members present for their everlasting support, loyalty and faith in TCC.

There being no other matters, the meeting ended at 11:45 AM.

Recorded by

G. Kharthick
Secretary

Confirmed by

Shareef Bin Abdul Jaffar, PBS (Polis)
Chairman

BUILDING STRONGER COMMUNITIES

Engaging Our Members

Durian Fiesta Getaway

Last year, members travelled to Malaysia for a specially curated Durian Fiesta adventure that combined leisure, nature, food, and community bonding. The journey began with a trip to Genting Highlands, where they explored Resorts World Genting and enjoyed the cool mountain atmosphere.

A key highlight was the visit to a durian farm in Bentong, where members indulged in a Durian Lovers' Dream Buffet and experienced an adventurous 4WD Durian Farm Tour while learning more about local durian farming.

Beyond the sightseeing and food experiences, the getaway also created opportunities for members to connect, build friendships, and create joyful memories together outside of Singapore.

Engaging Our Members

Celebrating Our Festive Community Spirit
Community engagement remains at the heart of what we do, as we continue to celebrate Singapore's diverse cultural traditions throughout the year.

Last December, our Christmas Photography Walk brought members together to capture the festive spirit around Orchard Road, while connecting through shared interests, conversations, and community bonding. Earlier this year, members also took part in our Chinese New Year Shopping Activity in Batam, Indonesia, enjoying festive shopping, cultural experiences, and meaningful community interaction. For Hari Raya, we organised a meaningful food distribution initiative at the Jalan Sultan estate for the marginalised community, reinforcing the spirit of care and togetherness.

These initiatives reflect TCC's enduring values of cooperation, inclusivity, and mutual support, which continue to guide our community engagement efforts.

Fostering Shared Interests

Walking As One

Our Walking As One initiative continues to bring members together through nature, wellness, and community bonding. Over the past year, the walks have become a meaningful way for members to stay active while building friendships with fellow members.

Last September, we organised our first overseas hiking trip with the assistance of our MREPs, Mr. Harry and Mdm. Susan, where members travelled together to explore scenic trails, experience local culture, and create unforgettable memories at Panbil Nature Reserve in Batam, Indonesia.

From breathtaking landscapes to shared meals and conversations after the hike, the trip strengthened our community spirit beyond Singapore and created a warm and supportive community experience for all who participated.

Member Representative Development

This year, our Member-Representatives (MREPs) travelled to Bali for the Overseas Seminar conducted by Mr. Ravi C. Nadeson, Adult Educator from Singapore Quality Centre.

The seminar provided valuable opportunities for MREPs to strengthen their leadership, communication, and community engagement skills while fostering stronger teamwork and collaboration. Participants attended sessions focused on leadership development, effective communication, community outreach, personal growth, and cooperative values.

The trip also served as a meaningful platform for MREPs to exchange experiences, learn from one another, and strengthen their shared commitment towards serving the TCC community.

We are also delighted to welcome several new faces to the MREPs family this year, reflecting the growing spirit of volunteerism and community leadership within TCC.

Investing in Future Generations

Last year marked a special milestone as our Scholarships and Bursary Award Ceremony was hosted as a standalone event, allowing us to dedicate a meaningful celebration to our young achievers and their families.

We were proud to recognise 125 students across Primary, Secondary, and Tertiary levels for their dedication, perseverance, and academic efforts. The ceremony was filled with proud moments, inspiring stories, and joyful celebrations shared among families, members, and the wider TCC community.

TCC remains committed to supporting educational growth and empowering future generations through meaningful opportunities that encourage lifelong learning and achievement.

Looking Ahead

A New Home for Our Members

In 2026, TCC Credit Co-operative Ltd will proudly unveil its new home at 466 Serangoon Road — a modern four-storey facility designed to support our continued growth and strengthen our commitment to members and the community.

Our new home brings together member services, operations, learning spaces, and community facilities under one roof, creating a vibrant hub where members can access financial services, participate in programmes, and connect with one another.

The ground floor features a welcoming Member Service Centre and Banking Hall, complete with consultation rooms, teller services, a self-service kiosk, and a dedicated ATM to provide members with a seamless and convenient banking experience.

On the third floor, a professional Board Room, Training Room, and Conference Facilities provide an ideal environment for governance, staff development, member education, and strategic discussions. These spaces will support lifelong learning and leadership development for both staff and members.

At the heart of the building is a versatile Multi-Purpose Hall capable of hosting up to 120 guests. Designed to accommodate seminars, Toastmasters sessions, wellness activities, member events, and community programmes, the hall reflects TCC's vision of building a stronger and more connected community.

More than a physical space, our new home represents TCC's investment in the future — a place where members can learn, connect, grow, and continue their journey with us as we remain committed to Transforming Lives, Building Communities.

Looking Ahead

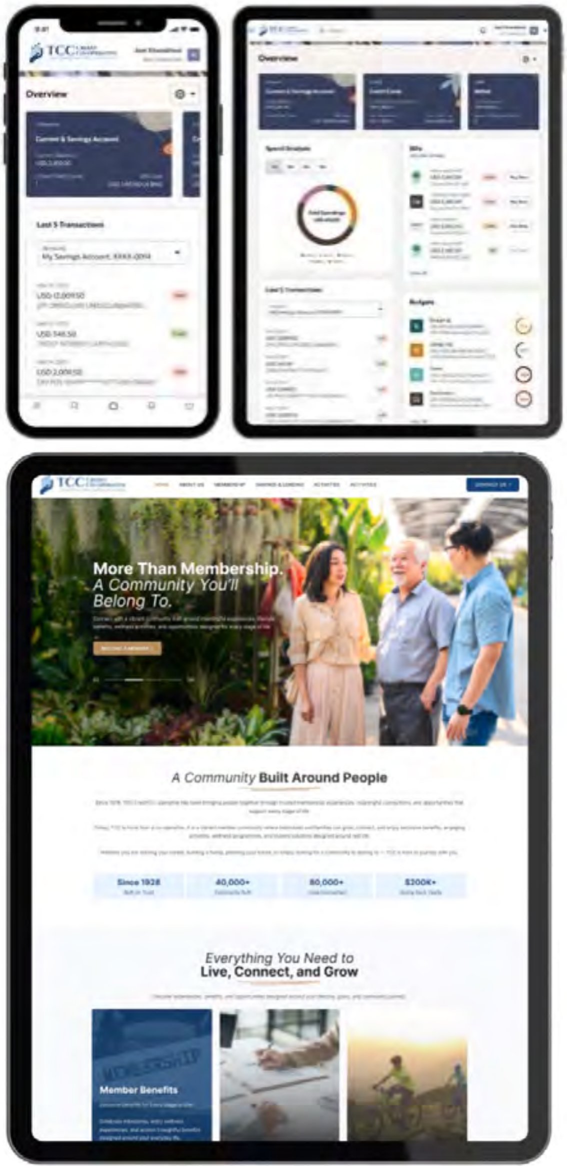
Going Digital: Strengthening Services for Members

As part of our ongoing digital transformation journey, TCC Credit Co-operative Limited is introducing a new banking system and a refreshed website to better serve members and the wider community.

The upgraded banking system will streamline internal processes, improve transaction handling, enhance accessibility, and strengthen security and reliability. These improvements will help us deliver faster, more efficient services while building a stronger foundation for future innovations and expanded member offerings.

Complementing this initiative is a new website, scheduled to launch in mid-2026. Designed with user experience in mind, the refreshed platform will make it easier for members to access essential information, stay updated on announcements and events, and engage with TCC's services online.

Together, these enhancements reflect our commitment to providing a seamless, secure, and future-ready member experience.



Building a Greener Future Together

At TCC Credit Co-operative Ltd, we believe that sustainability is a shared responsibility. Throughout 2025, we continued to strengthen our commitment to responsible business practices by introducing initiatives that reduce our environmental footprint while encouraging sustainable living among our staff and members.

Reducing Energy Consumption
We promoted responsible energy usage through greater awareness and mindful use of lighting, air-conditioning, and office equipment, contributing to a more energy-efficient workplace.

Going Paper-Lite
Meeting materials are now primarily shared through presentations and digital documents, significantly reducing paper usage. Where printing is necessary, double-sided printing and careful proofreading are practised to minimise waste.

Promoting Recycling
Recycling bins were introduced within our office premises to encourage responsible waste segregation and foster environmentally conscious habits among staff.

Supporting Green Living
TCC launched the Eco-Friendly Renovation Loan, offering members a reduced interest rate to support sustainable renovation projects and environmentally friendly home improvements.

Looking Ahead
As part of our ongoing sustainability journey, TCC plans to introduce motion-sensor lighting, increase the use of energy-efficient appliances, and reduce disposable items through the adoption of reusable cups and eco-friendly cutlery within the workplace.
Together, these efforts reflect our commitment to building a greener future while staying true to our vision of Transforming Lives, Building Communities.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

MANAGEMENT COMMITTEE'S REPORT

The Management Committee is pleased to present their statement to the members together with audited consolidated financial statements of TCC Credit Co-operative Limited (the "Co-operative") and its subsidiaries (the "Group") and the statement of comprehensive income and financial position of the Co-operative for the year ended 31 December 2025.

Opinion of the Management Committee

In the opinion of the Management Committee,

(a) the accompanying consolidated financial statements of the Group and the statement of comprehensive income and financial position of the Co-operative are drawn up so as to give a true and fair view of the financial position and financial performance of the Group and of the Co-operative as at 31 December 2025, and of the consolidated changes in funds and reserves and consolidated cash flows of the Group for the year then ended;
(b) at the date of this statement, there are reasonable grounds to believe that the Group and Co-operative will be able to pay its debts as and when they fall due; and
(c) the receipts, expenditure, investment of monies, acquisition and disposal of assets made by the Co-operative during the year ended 31 December 2025 have been made in accordance with the By-Laws of the Co-operative and the provisions of the Co-operative Societies Act 1979 and the Rules (made under Section 95 of the Act).

Management Committee

The Management Committee of the Co-operative in office at the date of this report are as follows:

Mr. Shareef Bin Abdul Jaffar	Chairman
Mr. Tan Geok Seng	Vice Chairman
Mr. Daniel Cher Choong Kiak	Director
Ms. Maria Bte Amri	Director
Mr. Hamzah Bin Hj Abdul Karim	Director
Mr. Joshua Benjamin	Director
Mr. Santhanaram Jayaram	Director
Ms. Helen Campos	Director
Ms. Karen Ang Lee Kiang	Director
Dr. Arunachalam Subramanian	Director

MANAGEMENT COMMITTEE'S REPORT

Arrangements to enable Committee of Management to acquire shares and debentures

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

Committee of Management's Interest in shares and debentures

According to the register of Committee of Management's shareholdings kept by the Co-operative, none of the Committee of Management of the Co-operative holding office at the end of the financial year had held more than 20% interest in shares or debentures of the Co-operative or its related corporations.

Share options

There were no share options granted by the Co-operative or its subsidiaries during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Co-operative and its subsidiaries.

There were no unissued shares of the Co-operative or its subsidiaries under option at the end of the financial year.

Independent auditor

The independent auditor, P G Wee Partnership LLP, have expressed their willingness to accept re-appointment as external auditor.

On behalf of the Management Committee,

Shareef Bin Abdul Jaffar
Chairman

Daniel Cher Choong Kiak
Director

22 May 2026

INDEPENDENT AUDITOR’S REPORT TO MEMBERS

TO THE MEMBERS OF TCC CREDIT CO-OPERATIVE LIMITED AND ITS SUBSIDIARIES FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of TCC Credit Co-Operative Limited (the "Co-operative") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Co-operative as at 31 December 2025, and the consolidated statement of comprehensive income of the Group and the statement of comprehensive income of the Co-operative, consolidated statement of changes in funds and reserves and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Co-operative Societies Act 1979 ("the Act") and Singapore Financial Reporting Standards ("FRSs") so as to give a true and fair view of the state of affairs of the Group and the Co-operative as at 31 December 2025 and of the results of the Group and the Co-operative, consolidated changes in funds and reserves and consolidated cash flows of the Group and 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 Co-operative 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 of our opinion.

Emphasis of Matter

We draw attention to Note 17 to the financial statements, which describes that the Group's subsidiary, Security Masters Pte. Ltd., received a qualified audit opinion in its statutory financial statements for the financial year ended 31 December 2025. Our opinion on the consolidated financial statements is not modified in respect of this matter.

INDEPENDENT AUDITOR'S REPORT TO MEMBERS

Other Information

Management is responsible for other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditor's report thereon.

We have obtained all other information prior to the date of this auditor's report.

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.

Report on the Audit of the Financial Statements (Continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls to sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition; and transactions are properly authorized 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 and the Co-operative'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 and the Co-operative or to cease operations, or has no realistic alternative but to do so.

Those charged with governance's responsibilities include overseeing the Group's and the Co-operative's financial reporting process.

INDEPENDENT AUDITOR'S REPORT TO MEMBERS

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 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 risk 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 and the Co-operative's internal control.

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Co-operative'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 or the Co-operative to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT TO MEMBERS

Report on the Audit of the Financial Statements (Continued)

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

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

(a) proper accounting and other records have not been kept by the Co-operative and by those subsidiaries corporations incorporated in Singapore which we are the auditor; and
(b) the receipt, expenditure, investment of money and the acquisition and disposal of assets made by the Co-operative during the year ended 31 December 2025 are, in all material respects have not been made in accordance with the By-Laws of the Co-operative and the provisions of the Co-operative Societies Act 1979 and the Rules (made under section 95 of the Act)

INDEPENDENT AUDITOR'S REPORT TO MEMBERS

The engagement partner on the audit resulting in this independent auditor's report is Wee Phui Gam.

P G Wee Partnership LLP
Public Accountants and
Chartered Accountants
Singapore

22 May 2026

STATEMENT OF FINANCIAL POSITION

	Note	Group 2025 SGD	Group 2024 SGD	Co-operative 2025 SGD	Co-operative 2024 SGD
MEMBER'S FUNDS, RESERVES AND LIABILITIES					
Subscription capital	4	28,331,541	27,691,563	28,331,541	27,691,563
Reserve fund	5	2,724,226	2,724,226	2,650,197	2,650,197
Common good fund	6	401,231	458,666	401,231	458,666
General fund		13,836,310	13,603,310	10,073,375	9,817,410
		45,293,308	44,477,765	41,456,344	40,617,836
Non-controlling interest		61,396	61,343	-	-
Total members' funds		45,354,704	44,539,108	41,456,344	40,617,836
LIABILITIES					
Non-current liability					
Deferred tax liability		55,342	55,342	-	-
Members' term deposits	8	505,000	-	505,000	-
Total non-current liability		560,342	55,342	505,000	-
Current liabilities					
Members' savings deposits	7	47,440,707	46,522,902	47,440,707	46,522,902
Members' term deposits	8	6,144,018	-	6,144,018	-
Central Co-operative fund contribution	9	226,825	129,308	215,934	129,308
Lease liability	30	-	-	-	-
Trade and other payables	10	1,530,304	1,127,950	1,173,266	869,135
Total current liabilities		55,341,854	47,780,160	54,973,925	47,521,345
Total liabilities		55,902,196	47,835,502	55,478,925	47,521,345
Net members' funds, reserves and liabilities		101,256,900	92,374,610	96,935,269	88,139,181

STATEMENT OF FINANCIAL POSITION

		Group		Co-operative	
	Note	2025	2024	2025	2024
		SGD	SGD	SGD	SGD
ASSETS					
Non-current assets					
Property, plant and equipment	11	26,851,567	26,119,237	26,844,263	26,100,934
Intangible assets	12	408,902	460,885	77,853	127,050
Investment properties	13	1,872,001	1,885,181	1,872,001	1,885,181
Right-of-use assets	14	-	-	-	-
Financial assets	15	2,284,331	1,427,991	2,284,331	1,427,991
Investment in subsidiaries	16	-	-	1,170,000	1,170,000
Investment in other Co-operatives	15	138,511	138,511	138,511	138,511
Goodwill	18	686,972	686,972	-	-
Loans to members	20	28,427,871	19,753,334	28,427,871	19,753,334
Total non-current assets		60,670,155	50,472,111	60,814,830	50,603,001
Current assets					
Loans to members	20	7,799,705	8,138,027	7,799,705	8,138,027
Trade and other receivables	19	2,050,667	1,423,667	637,409	11,681
Cash and cash equivalents	21	30,763,373	32,340,805	27,683,325	29,386,472
Total current assets		40,586,745	41,902,499	36,120,439	37,536,180
Total assets		101,256,900	92,374,610	96,935,269	88,139,181

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Note	Group 2025 SGD	2024 SGD
Revenue	22	9,950,008	8,493,276
Interest expenses		(154,069)	(58,361)
		9,795,939	8,434,915
Cost of service	23	(6,401,669)	(4,687,487)
Other income	24	2,384,363	1,397,174
Total income		5,778,633	5,144,602
Expenses			
Employee benefits expense	29	(2,122,208)	(1,962,701)
Depreciation of property, plant and equipment	11	(52,320)	(52,144)
Amortisation of intangible asset	12	(58,196)	(94,218)
Depreciation of right-of-use assets	14	-	(1,327)
Depreciation of investment properties	13	(13,180)	(13,180)
Finance cost	25	-	(289)
Other expenses	26	(2,060,763)	(1,669,283)
Surplus before Tax and Contribution to Central Co-operative Fund		1,471,966	1,351,460
Income tax expense	27	-	-
Contribution to Central Co-operative Fund		(226,825)	(129,308)
Surplus for the financial year		1,245,141	1,222,152
Total comprehensive income for the financial year		1,245,141	1,222,152
Surplus attributable to:			
Owners of the Co-operative		1,243,771	1,218,580
Non-controlling interests		1,370	3,572
		1,245,141	1,222,152
Total comprehensive income attributable to:			
Owners of the Co-operative		1,243,771	1,218,580
Non-controlling interests		1,370	3,572
		1,245,141	1,222,152

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Note	Co-operative 2025 SGD	2024 SGD
Revenue	22	2,690,873	2,808,969
Interest expenses		(154,069)	(58,361)
		2,536,804	2,750,608
Other income	24	2,283,498	1,266,135
Total income		4,820,302	4,016,743
Expenses			
Employee benefits expense	29	(1,501,552)	(1,335,779)
Depreciation of property, plant and equipment	11	(39,587)	(29,240)
Amortisation of intangible asset	12	(54,429)	(90,516)
Depreciation of investment properties	13	(13,180)	(13,180)
Other expenses	26	(1,756,884)	(1,401,486)
Surplus before Tax and Contribution to Central Co-operative Fund		1,454,670	1,146,542
Income tax expense	27	-	-
Contribution to Central Co-operative Fund		(215,934)	(129,308)
Surplus for the financial year		1,238,736	1,017,234
Total comprehensive income for the financial year		1,238,736	1,017,234

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

		Attributable to the Members of the Co-operative						
		Subscription capital	Reserve fund	Common Good Fund	General Fund	Total	Non-controlling interest	Total
	Note	SGD	SGD	SGD	SGD	SGD	SGD	SGD
Group								
2025								
Balance as at 1 January 2025		27,691,563	2,724,226	458,666	13,603,310	44,477,765	61,343	44,539,108
Surplus for the financial year		-	-	-	1,243,771	1,243,771	1,370	1,245,141
Total comprehensive income for the year		27,691,563	2,724,226	458,666	14,847,081	45,721,536	62,713	45,784,249
Additions during the year	4	3,367,119	-	-	-	3,367,119	-	3,367,119
Withdrawals during the year	4	(2,727,141)	-	-	-	(2,727,141)	-	(2,727,141)
Transfer to common good fund	6	-	-	100,000	(100,000)	-	-	-
Common Good Fund	6	-	-	(157,435)	-	(157,435)	-	(157,435)
Honorarium fee		-	-	-	(98,000)	(98,000)	-	(98,000)
Dividends	28	-	-	-	(812,771)	(812,771)	-	(812,771)
Dividends paid by subsidiary to non-controlling interest		-	-	-	-	-	(1,317)	(1,317)
Balance as at 31 December 2025		28,331,541	2,724,226	401,231	13,836,310	45,293,308	61,396	45,354,704
Group								
2024								
Balance as at 1 January 2024		28,517,323	2,724,226	637,088	13,327,655	45,206,292	59,088	45,265,380
Surplus for the financial year		-	-	-	1,218,580	1,218,580	3,572	1,222,152
Total comprehensive income for the year		-	-	-	1,218,580	1,218,580	3,572	1,222,152
Additions during the year	4	3,059,145	-	-	-	3,059,145	-	3,059,145
Withdrawals during the year	4	(3,884,905)	-	-	-	(3,884,905)	-	(3,884,905)
Transfer to common good fund	6	-	-	-	-	-	-	-
Common Good Fund	6	-	-	(178,422)	-	(178,422)	-	(178,422)
Honorarium fee		-	-	-	(102,000)	(102,000)	-	(102,000)
Dividends	28	-	-	-	(840,925)	(840,925)	-	(840,925)
Dividends paid by subsidiary to non-controlling interest		-	-	-	-	-	(1,317)	(1,317)
Balance as at 31 December 2024		27,691,563	2,724,226	458,666	13,603,310	44,477,765	61,343	44,539,108

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	Group 2025 SGD	2024 SGD
Cash flows from operating activities			
Surplus before contribution		1,471,966	1,351,460
Adjustments for:			
Depreciation of property, plant and equipment	11	52,320	52,144
Amortisation of intangible assets	12	58,196	94,218
Depreciation of investment properties	13	13,180	13,180
Depreciation of right-of-use assets	14	-	1,327
Write-off of right-of-use asset	30	-	14,597
Gain on fair value through financial assets	15	(865,140)	(36,076)
Gain on disposal of financial assets		(1,000)	-
Interest expense on lease liabilities	25	-	289
Provision for doubtful loan to members		729,624	400,000
Operating cash flows before working capital changes		1,459,146	1,891,139
Changes in working capital			
Trade and other payables		405,802	77,127
Loans to members		(9,065,839)	(4,406,909)
Trade and other receivables		(627,000)	(518,474)
Cash generated from operations		(7,827,891)	(2,957,117)
Members' savings deposits received	7	22,459,601	12,925,623
Members' savings deposits withdrawal	7	(21,541,796)	(13,620,736)
Members' term deposits received	8	6,649,018	-
Honorarium paid		(101,648)	(102,536)
Payments to Central Co-operative Fund		(129,308)	(165,838)
Net cash used in operating activities		(492,024)	(3,920,604)
Cash flows from investing activities			
Purchase of property, plant and equipment	11	(784,650)	(3,578,038)
Purchase of intangible assets	12	(6,213)	(80,121)
Proceeds on disposal of financial assets		9,800	-
Fixed deposit		(2,555,155)	17,967,117
Net cash (used in) / generated from investing activities		(3,336,218)	14,308,958
Cash flows from financing activities			
Interest paid on lease liabilities	30	-	(289)
Payment of principal portion of lease liabilities	30	-	(16,448)
Dividends paid to members	28	(812,771)	(840,925)
Dividends paid to non-controlling interests		(1,117)	(1,117)
Proceed from members' subscription capital	4	3,367,119	3,059,145
Withdrawal of members' subscription capital	4	(2,727,141)	(3,884,905)
Common Good Fund	6	(157,435)	(178,422)
Net cash used in financing activities		(331,345)	(1,862,961)
Net (decrease)/increase in cash and cash equivalents		(4,159,587)	8,525,393
Cash and cash equivalents at beginning of financial year	21	16,846,280	8,320,887
Cash and cash equivalents at end of financial year	21	12,686,693	16,846,280

NOTES TO THE FINANCIAL STATEMENTS

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

1. GENERAL

The Co-operative is incorporated and registered in Singapore under the Co-operative Societies Act, Chapter 62. The address of its registered office and principal place of business is at 95 Killiney Road, Singapore 239537.

The principal activities of the Group are to engage in promoting co-operation and self-help, encourage thrift, to receive deposits from members and to assist members to reduce the cost of living and improve their economic position.

The financial statements of the Group for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Management Committee on the date of Management Committee's Statement.

The principal activities of its subsidiaries are disclosed in Note 16.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements of the Group have been drawn up in accordance with Financial Reporting Standards in Singapore (FRSs). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below

The preparation of the financial statements in conformity with FRS requires management to exercise its judgment in the process of applying the Group's accounting policies. It also requires the use of certain accounting estimates and assumptions. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

The financial statements are presented in Singapore Dollars (SGD), which is the Co-operative's functional currency.

NOTES TO THE FINANCIAL STATEMENTS

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards and interpretations of FRSs that are effective for annual periods beginning on or after 1 January 2025. The adoption of these standards does not have any material effect on the financial performance or position of the Group.

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.3 Standards issued but not yet effective

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted. However, the Group has not early adopted the new or amended accounting standards in preparing these financial statements.

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 will replace FRS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of comprehensive income, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of comprehensive income, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as other.

Other accounting standards

The following amendments to FRSs are not expected to have a significant impact on the Group's consolidated financial statements and the Co-operative's statement of financial position.

- Amendments to FRS 21: Lack of Exchangeability
- Classification and Measurement of Financial Instruments (Amendments to FRS 109 and FRS 107)
- Annual Improvements to FRSs - Volume 11
- FRS 119: Subsidiaries without Public Accountability: Disclosures

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.4 Basis of consolidation and business combinations

Basis of consolidation

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

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

NOTES TO THE FINANCIAL STATEMENTS

Subsidiaries are consolidated from the date of acquisition, being the date on which the Co-operative obtains control, and continue to be consolidated until the date that such control ceases.

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

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Co-operative loses control over a subsidiary, it:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- re-classifies the Group' share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

Business combination

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

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

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.4 Basis of consolidation and business combinations (Continued)

Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Group.

Changes in the Group's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Group

2.5 Revenue and expense recognition

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

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

(i) *Interest income and expense*

Interest income from members' loans are recognised based on the contractual rates. The interest expense on members' deposits and savings are recognised based on contractual rates.

NOTES TO THE FINANCIAL STATEMENTS

(ii) *Administrative fee income and charges*

Administrative fee income is recognised when the services are rendered. The charges for late payments and GIRO rejections are recognised upon the occurrence of the default.

(iii) *Dividend income*

Dividend income from financial assets and subsidiaries are recognised when the right to receive payment is established.

(iv) *Rental income*

Rental income on tenanted areas of the buildings owned by the Group is recognised as revenue on a straight-line basis over the term of the lease.

(v) *Rendering of services*

Revenue is recognised when services are billed which generally coincides with the delivery and acceptances by clients.

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.5 Revenue and expense recognition (Continued)

(vi) *Grants*

Government grants are recognised when there is reasonable assurance that the grant will be received, and all attaching conditions will be complied with.

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

NOTES TO THE FINANCIAL STATEMENTS

Where loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favorable interest is regarded as additional government grant

(vii) *Interest Income on fixed deposits*

Interest income is recognised using the effective interest method.

2.6 Property, plant and equipment

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

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

	Useful lives
Buildings	10 - 12 years
Property improvements	5 years
Computers	5 years
Furniture and fixtures	3 – 5 years
Office equipment	5 years

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

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

NOTES TO THE FINANCIAL STATEMENTS

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

2.7 Impairment of non-financial assets excluding goodwill

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment 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 to sell 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. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recovered amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

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

2.8 Intangible asset

Goodwill

Goodwill arising on the acquisition of a subsidiary or business represents the excess of the consideration transferred, the amount of any non-controlling interests in the acquiree and the acquisition date fair value of any previously held equity interest in the acquiree over the acquisition date fair value of the identifiable assets, liabilities and contingent liabilities of the subsidiary recognised at the date of acquisition.

NOTES TO THE FINANCIAL STATEMENTS

Goodwill on subsidiary is recognised separately as intangible assets. Goodwill is initially recognised at cost and subsequently measured at cost less any accumulated impairment losses.

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

2.8 Intangible asset (Continued)

Intangible assets acquired in a business combination

Intangible assets acquired in a business combination are identified and recognised separately from goodwill if the assets and their fair values can be measured reliably. The cost of such intangible assets is their fair value as at the acquisition date.

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and any accumulated impairment losses, on the same basis as intangible assets acquired separately.

Computer software licences

Acquired computer software licences are initially recognised at cost which includes the purchase price (net of any discounts and rebates) and other directly attributable costs of preparing the software for its intended use. Direct expenditure which enhances or extends the performance of computer software beyond its expenditure which can be reliably measured is added to the original cost of the software. Costs associated with maintaining computer software are recognised as an expense as incurred.

NOTES TO THE FINANCIAL STATEMENTS

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of 5 years.

2.8 Intangible asset (Continued)

Intangible assets acquired in a business combination

Intangible assets acquired in a business combination are identified and recognised separately from goodwill if the assets and their fair values can be measured reliably. The cost of such intangible assets is their fair value as at the acquisition date.

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and any accumulated impairment losses, on the same basis as intangible assets acquired separately.

Computer software licences

Acquired computer software licences are initially recognised at cost which includes the purchase price (net of any discounts and rebates) and other directly attributable costs of preparing the software for its intended use. Direct expenditure which enhances or extends the performance of computer software beyond its expenditure which can be reliably measured is added to the original cost of the software. Costs associated with maintaining computer software are recognised as an expense as incurred.

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of 5 years.

NOTES TO THE FINANCIAL STATEMENTS

2.9 Financial instruments

The Group recognises a financial asset or a financial liability in its statement of financial position when, and only when, the Group becomes party to the contractual provisions of the instrument.

(a) Financial assets

The Group classifies its financial assets into one of the categories below, depending on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset. The Group shall reclassify its affected financial assets when and only when the Group changes its business model for managing these financial assets. Other than financial assets in a qualifying hedging relationship, the Group's accounting policy for each category is as follows:

<u>Amortised cost</u>

These assets arise principally from the provision of goods and services to customers (e.g. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment. Interest income from these financial assets is included in interest income using the effective interest rate method.

Impairment provisions for trade receivables are recognised based on the simplified approach within SFRS(I) 9 using the lifetime expected credit losses. During this process, the probability of the non-payment of the trade receivables is assessed. This probability is then multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such provisions are recorded in a separate provision account with the loss being recognised within administrative expenses in the consolidated statement of comprehensive income. On confirmation that the trade receivable will not be collectable, the gross carrying value of the asset is written off against the associated provision.

NOTES TO THE FINANCIAL STATEMENTS

Impairment provisions for receivables from related parties and loans to related parties are recognised based on a forward-looking expected credit loss model. The methodology used to determine the amount of the provision is based on whether at each reporting date, there has been a significant increase in credit risk since initial recognition of the financial asset. For those where the credit risk has not increased significantly since initial recognition of the financial asset, twelve month expected credit losses along with gross interest income are recognised. For those for which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

From time to time, the Group elects to renegotiate the terms of trade receivables due from customers with which it has previously had a good trading history. Such renegotiations will lead to changes in the timing of payments rather than changes to the amounts owed and, in consequence, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in the consolidated statement of comprehensive income (operating profit).

The Group's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the consolidated statement of financial position.

Financial assets at fair value through other comprehensive income ("FVOCI")

The Group has a number of strategic investments in listed and unlisted entities which are not accounted for as subsidiaries, associates or jointly controlled entities. For those equity investments, the Group has made an irrevocable election to classify the investments at fair value through other comprehensive income rather than through profit or loss as the Group considers this measurement to be the most representative of the business model for these assets. They are carried at fair value with changes in fair value recognised in other comprehensive income and accumulated in the fair value through other comprehensive income reserve. Upon disposal, any balance within fair value through other comprehensive income reserve is reclassified directly to retained earnings and is not reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

Dividends are recognised in profit or loss, unless the dividend clearly represents a recovery of part of the cost of the investment, in which case the full or partial amount of the dividend is recorded against the associated investments carrying amount.

Purchases and sales of financial assets measured at fair value through other comprehensive income are recognised on settlement date with any change in fair value between trade date and settlement date being recognised in the fair value through other comprehensive income reserve.

2.9 Financial assets (Continued)

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 three measurement categories for classification of debt instruments are amortised cost, FVOCI and FVPL. The Group only has debt instruments at amortised cost.

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

Equity instruments

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

NOTES TO THE FINANCIAL STATEMENTS

Derecognition

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

(b) Financial liabilities

Initial recognition and measurement

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

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

Subsequent measurement

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

2.9 Financial assets (Continued)

(b) Financial liabilities (Continued)

Derecognition

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

NOTES TO THE FINANCIAL STATEMENTS

2.10 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 Co-operative expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

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

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

The Group considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Co-operative. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.11 Cash and cash equivalents

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

NOTES TO THE FINANCIAL STATEMENTS

2.12 Provisions

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

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

2.13 Leases

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

(a) As lessee

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

Right-of-use assets

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

NOTES TO THE FINANCIAL STATEMENTS

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

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.13 Leases (Continued)

(a) As lessee (Continued)

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset. The Group's lease liabilities are presented in Note 30.

NOTES TO THE FINANCIAL STATEMENTS

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment 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.

(b) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Group's investment properties is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2.14 Income taxes

(a) Current income tax

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

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

The Co-operative is exempt from income tax under section 13(1)(f)(ii) of the Income Tax Act, Chapter 134.

NOTES TO THE FINANCIAL STATEMENTS

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.14 Income taxes (Continued)

(b) Deferred tax

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

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

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

(c) Goods and services tax (GST)

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

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

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

2.15 Investment properties

Investment properties are initially recognised at cost and subsequently measured at cost less accumulated depreciation and accumulated impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

The cost of investment properties includes capitalisation of borrowing costs for the purchase, renovation and extension of the investment properties while these activities are in progress. For this purpose, the interest rates applied to funds provided for the development are based on the actual interest rates payable on the borrowings such development.

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are written-off to the income statement. The cost of maintenance, repairs and minor improvements is charged to the income statement when incurred.

Properties that are being constructed or developed for future use as investment properties are classified as investment properties. Where the fair value of the investment properties under construction or development cannot be reliably measured, the property is measured at cost until the earlier of the date the construction is completed or the date at which fair value becomes reliably measurable.

On disposal of investment properties, the difference between the net disposal proceeds and its carrying amount is taken to the income statement.

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.16 Investments in subsidiaries

A subsidiary is an investee that is controlled by the Co-operative. The Co-operative controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Co-operative's separate financial statements, investment in subsidiaries are stated at cost less accumulated impairment losses in the Co-operative's statement of financial position. On disposal of investment in subsidiaries, the difference between the net disposal proceeds and its carrying amount is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2.17 Employee benefits

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

(i) Defined contribution plans

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

(ii) Short-term employee benefits

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

(iii) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated undiscounted liability for annual leave expected to be settled wholly within 12 months after the end of reporting period as a result of services rendered by employees up to the end of the reporting period.

2.18 Dividends

Dividends to the Group's members during the year will be accounted for in the general fund as an appropriation in the next financial year. Dividends are recognised when the dividends are approved for payment.

NOTES TO THE FINANCIAL STATEMENTS

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGMENTS

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

3.1 Judgments made in applying accounting policies

Determination of lease term of contracts with extension options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has lease contracts that include extension options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to extend the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the extension. After the commencement date, the Group reassesses the lease term whether there is significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to extend (e.g. construction of significant leasehold improvements or significant customisation to the leased asset).

3.2 Key sources of estimation uncertainty

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

NOTES TO THE FINANCIAL STATEMENTS

(a) Provision for expected credit losses of loan to members and trade and other receivables

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

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

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group and Co-operative's loan receivables are disclosed in Note 32.

The carrying amount of the Group and Co-operative's loan receivables as at 31 December 2025 was SGD 36,227,576 (2024: SGD 27,891,361).

3. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGMENTS (Continued)

3.2 Key sources of estimation uncertainty (Continued)

The carrying amount of the Group and Co-operative's trade and other receivables as at 31 December 2025 was SGD 2,050,667 (2024: SGD 1,423,667) and SGD 637,409 (2024: SGD 11,681) respectively.

NOTES TO THE FINANCIAL STATEMENTS

(b) Useful lives of property, plant and equipment

The Group depreciates the property, plant and equipment over their estimated useful lives, after taking into account their estimated residual values, if any, using straight line method. The estimated useful life reflects the management's estimate of the periods that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment. The residual values reflect the management's estimated amount that the Group would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the assets were already of the age and in the condition expected at the end of its useful life.

Management reviews the estimated useful lives of property, plant and equipment at the end of each financial year end. During the financial year, the management determined that the useful lives of property, plant and equipment are appropriate, and no revision required.

(c) Useful life of investment properties

The Group depreciates the investment properties over their estimated useful lives, after taking into account their estimated residual values, if any, using straight line method. The estimated useful life reflects the management's estimate of the periods that the Group intends to derive future economic benefits from the use of the Group's investment properties. The residual values reflect the management's estimated amount that the Group would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the assets were already of the age and in the condition expected at the end of its useful life.

Management reviews the estimated useful lives of investment properties at the end of each financial year end. During the financial year, the management determined that the useful lives of investment property are appropriate, and no revision required.

NOTES TO THE FINANCIAL STATEMENTS

4. SUBSCRIPTION CAPITAL

	Group and Co-operative	
	2025	2024
	SGD	SGD
Balance as at 1 January	27,691,563	28,517,323
Additions during the financial year	3,367,119	3,059,145
Withdrawals during the financial year	(2,727,141)	(3,884,905)
Balance as at 31 December	28,331,541	27,691,563

The above represents savings in the subscription capital account. Ordinary members must deposit a minimum of SGD10 per month into the subscription capital account. The maximum monthly deposit to this account shall be decided by the management committee.

A member may with the approval of the management committee be allowed to withdraw an amount not exceeding 75% of his subscription capital credits by giving 90 days' notice in writing. This withdrawal is subject to maintenance of a minimum accumulated balance of SGD1,000. The management committee have the discretion to allow greater proportion of funds to be withdrawn (including minimum sum), accept shorter notice or to refuse such withdrawals.

5. RESERVE FUND

	Group		Co-operative	
	2025	2024	2025	2024
	SGD	SGD	SGD	SGD
Balance at 1 January and 31 December	2,724,226	2,724,226	2,650,197	2,650,197

The fund was previously classified as statutory reserve fund.

Prior to 2008, pursuant to section 70(3) of the Co-operative Societies Act 1979 (repealed in 2008), every Co-operative shall pay into the statutory reserve fund at least 20% of the surplus resulting from the operations of the Co-operative during the financial year, provided that when the statutory reserve has reached an amount that is equal to 10% of its subscription capital, the Co-operative shall carry 5% of its surplus to the statutory reserve fund.

NOTES TO THE FINANCIAL STATEMENTS

6. COMMON GOOD FUND

	Group and Co-operative	
	2025	2024
	SGD	SGD
Balance as at 1 January	458,666	637,088
Fund given out	(157,435)	(178,422)
Addition	100,000	-
Balance as at 31 December	401,231	458,666

This fund was established to provide welfare benefits to the Co-operative's members.

7. MEMBERS' SAVINGS DEPOSITS

	Group and Co-operative	
	2025	2024
	SGD	SGD
Members' Savings Deposits		
Balance as at 1 January	46,522,902	47,218,015
Deposits received	22,459,601	12,925,623
Withdrawals	(21,541,796)	(13,620,736)
Balance as at 31 December	47,440,707	46,522,902

Interest rates for savings are charged at 0.125% to 0.25% per annum (2024: 0.125% to 0.25% per annum).

NOTES TO THE FINANCIAL STATEMENTS

8. MEMBERS' TERM DEPOSITS

	Group and Co-operative	
	2025 SGD	2024 SGD
Members' Term Deposits		
Deposits received	6,649,018	-
Balance as at 31 December	6,649,018	-
As disclosed in the statement of financial position:		
Payable within the next 12 months – Current liabilities	6,144,018	-
Payable after the next 12 months – Non-current liabilities	505,000	-
	6,649,018	-

The term deposits are for a period of 12 months, 18 months, 24 months and 36 months respectively at various interest rates payable on maturity. The interest rates of term deposits are 1.60% to 2.80% per annum (2024: Nil per annum).

9. CENTRAL CO-OPERATIVE FUND CONTRIBUTION

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Central Co-operative fund	226,825	129,308	215,934	129,308

Pursuant to Section 71(2) of the Co-operative Societies Act, Chapter 62 the Group contributes 5% of the first SGD 500,000 of the profit from its operations and 20% of its profit in excess of SGD 500,000 to the Central Co-operative Fund. Contribution from operations is subject to adjustment for non-deductible amounts as per guidelines from the Registry of Co-operative Societies and the amount is due to be paid out in next financial year.

The rate of 0% is prescribed in substitution of 5% for the contribution payable under section 71(2)(a) of the Act by a Co-operative for any financial year ending between 31 December 2024 and 30 September 2025 (both dates inclusive).

NOTES TO THE FINANCIAL STATEMENTS

10. TRADE AND OTHER PAYABLES

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Interest payable on members' deposits	96,485	1,208	96,485	1,208
Unclaimed balances of members	199,061	199,230	199,061	199,230
GST payable	50,145	-	-	-
Other payables	1,184,613	927,512	877,720	668,697
	1,530,304	1,127,950	1,173,266	869,135

11. PROPERTY, PLANT AND EQUIPMENT

Group 2025:	Freehold land SGD	Building SGD	Property improvements SGD	Computer hardware SGD	Furniture and fixtures SGD	Office equipment SGD	Total SGD
Cost							
As at 1 January 2025	22,388,969	6,075,698	2,228,269	209,920	78,263	112,408	31,093,527
Additions	138,977	523,791	-	117,328	2,941	1,613	784,650
Written off	-	-	-	(24,069)	(19,568)	(3,490)	(47,127)
As at 31 December 2025	22,527,946	6,599,489	2,228,269	303,179	61,636	110,531	31,831,050
Accumulated depreciation							
As at 1 January 2025	-	2,465,229	2,228,269	119,203	72,335	89,254	4,974,290
Depreciation charge for the year	-	-	-	37,529	6,208	8,583	52,320
Written off	-	-	-	(24,069)	(19,568)	(3,490)	(47,127)
As at 31 December 2025	-	2,465,229	2,228,269	132,663	58,975	94,347	4,979,483
Carrying amount							
As at 31 December 2025	22,527,946	4,134,260	-	170,516	2,661	16,184	26,851,567
2024							
Cost							
As at 1 January 2024	18,914,264	6,040,229	2,228,269	285,951	100,378	127,010	27,696,101
Additions	3,474,705	35,469	-	55,120	4,988	7,756	3,578,038
Written off	-	-	-	(131,151)	(27,103)	(22,358)	(180,612)
As at 31 December 2024	22,388,969	6,075,698	2,228,269	209,920	78,263	112,408	31,093,527
Accumulated depreciation							
As at 1 January 2024	-	2,465,229	2,228,269	220,327	88,101	100,832	5,102,758
Depreciation charge for the year	-	-	-	30,027	11,337	10,780	52,144
Written off	-	-	-	(131,151)	(27,103)	(22,358)	(180,612)
As at 31 December 2024	-	2,465,229	2,228,269	119,203	72,335	89,254	4,974,290
Carrying amount							
As at 31 December 2024	22,388,969	3,610,469	-	90,717	5,928	23,154	26,119,237

NOTES TO THE FINANCIAL STATEMENTS

11. PROPERTY, PLANT AND EQUIPMENT (Continued)

Co-operative	Freehold land	Building	Property improvements	Computer hardware	Furniture and fixtures	Office equipment	Total
2025:	**SGD**	**SGD**	**SGD**	**SGD**	**SGD**	**SGD**	**SGD**
Cost							
As at 1 January 2025	22,388,969	6,075,698	2,228,269	132,674	25,736	41,339	30,892,685
Additions	138,977	523,791	-	117,328	2,820	-	782,916
Written-off	-	-	-	(20,645)	-	(3,490)	(24,135)
As at 31 December 2025	22,527,946	6,599,489	2,228,269	229,357	28,556	37,849	31,651,466
Accumulated depreciation							
As at 1 January 2025	-	2,465,229	2,228,269	65,184	15,076	17,993	4,791,751
Depreciation charge for the year	-	-	-	27,602	4,508	7,477	39,587
Written off	-	-	-	(20,645)	-	(3,490)	(24,135)
As at 31 December 2025	-	2,465,229	2,228,269	72,141	19,584	21,980	4,807,203
Carrying amount							
As at 31 December 2025	22,527,946	4,134,260	-	157,216	8,972	15,869	26,844,263
2024:							
Cost							
As at 1 January 2024	18,914,264	6,040,229	2,228,269	176,899	26,486	57,760	27,443,907
Additions	3,474,705	35,469	-	55,120	4,200	5,937	3,575,431
Written-off	-	-	-	(99,345)	(4,950)	(22,358)	(126,653)
As at 31 December 2024	22,388,969	6,075,698	2,228,269	132,674	25,736	41,339	30,892,685
Accumulated depreciation							
As at 1 January 2024	-	2,465,229	2,228,269	148,159	14,879	32,628	4,889,164
Depreciation charge for the year	-	-	-	16,370	5,147	7,723	29,240
Written off	-	-	-	(99,345)	(4,950)	(22,358)	(126,653)
As at 31 December 2024	-	2,465,229	2,228,269	65,184	15,076	17,993	4,791,751
Carrying amount							
As at 31 December 2024	22,388,969	3,610,469	-	67,490	10,660	23,346	26,100,934

NOTES TO THE FINANCIAL STATEMENTS

Location, cost and carrying values of all freehold:

	Group and Co-operative					
	2025			2024		
	Cost SGD	Carrying value SGD	Fair Value SGD	Cost SGD	Carrying value SGD	Fair Value SGD
95/97 Killiney Road						
- Land	1,472,105	1,472,105	7,150,000	1,472,105	1,472,105	6,090,000
- Building	2,336,825	-	1,750,000	2,336,825	-	2,610,000
	3,808,930	1,472,105	8,900,000	3,808,930	1,472,105	8,700,000
99 Killiney Road						
- Land	1,622,559	1,622,559	4,250,000	1,622,559	1,622,559	3,570,000
- Building	128,404	-	950,000	128,404	-	1,530,000
	1,750,963	1,622,559	5,200,000	1,750,963	1,622,559	5,100,000
466 Serangoon Road						
- Land	15,819,600	15,819,600	14,500,000	15,819,600	15,819,600	14,500,000
- Building	4,134,260	4,134,260	4,500,000	3,610,469	3,610,469	4,500,000
	19,953,860	19,953,860	19,000,000	19,430,069	19,430,069	19,000,000
Adjoining 466 Serangoon Road						
- Land	3,613,682	3,613,682	3,474,705	3,474,705	3,474,705	3,474,705
	3,613,682	3,613,682	3,474,705	3,474,705	3,474,705	3,474,705
Total land value	22,527,946	22,527,946	29,374,705	22,388,969	22,388,969	27,634,705
Total building value	6,599,489	4,134,260	7,200,000	6,075,698	3,610,469	8,640,000

NOTES TO THE FINANCIAL STATEMENTS

12. INTANGIBLE ASSETS

	Software SGD	Customer contract SGD (Note 18)	Total SGD
Group			
2025			
Cost			
As at 1 January 2025	546,146	325,547	871,693
Additions	6,213	-	6,213
Written off	(220,897)	-	(220,897)
As at 31 December 2025	331,462	325,547	657,009
Accumulated amortization			
As at 1 January 2025	410,808	-	410,808
Amortisation for the year	58,196	-	58,196
Written off	(220,897)	-	(220,897)
As at 31 December 2025	248,107	-	248,107
Carrying amount			
As at 31 December 2025	83,355	325,547	408,902
2024			
Cost			
As at 1 January 2024	492,792	325,547	818,339
Additions	80,121	-	80,121
Written off	(26,767)	-	(26,767)
As at 31 December 2024	546,146	325,547	871,693
Accumulated amortisation			
As at 1 January 2024	343,357	-	343,357
Amortisation for the year	94,218	-	94,218
Written off	(26,767)	-	(26,767)
As at 31 December 2024	410,808	-	410,808
Carrying amount			
As at 31 December 2024	135,338	325,547	460,885

NOTES TO THE FINANCIAL STATEMENTS

12. INTANGIBLE ASSETS (Continued)

	Co-operative 2025 SGD	2024 SGD
The software		
Cost		
As at beginning of the year	527,634	474,280
Additions	5,232	80,121
Written off	(220,897)	(26,767)
As at end of the year	311,969	527,634
Accumulated depreciation		
As at beginning of the year	400,584	336,835
Depreciation of current year	54,429	90,516
Written off	[illegible]	[illegible]
As at end of the year		
Carrying amount		
As at year end	77,853	127,050

13. INVESTMENT PROPERTIES

Killiney Road	Group and Co-operative 2025 Freehold land SGD	Building SGD	2024 Freehold land SGD	Building SGD
Cost				
As at beginning of the year	1,538,190	109,870	1,538,190	109,870
Additions	-	-	-	-
As at end of the year	1,538,190	109,870	1,538,190	109,870
Accumulated depreciation				
As at beginning of the year	-	109,870	-	109,870
Depreciation of current year	-	-	-	-
As at end of the year	-	109,870	-	109,870
Carrying amount				
As at year end	1,538,190	-	1,538,190	-
Fair value	3,900,000	900,000	3,666,000	1,034,000

Location:	Site area (Sq. Ft)	Tenure
93, Killiney Road, Singapore 239537	1,018	Freehold

NOTES TO THE FINANCIAL STATEMENTS

13. INVESTMENT PROPERTIES (Continued)

Jalan Sultan	Group and Co-operative 2025 SGD	2024 SGD
Cost		
As at 1 January and 31 December	495,134	495,134
Accumulated depreciation		
As at 1 January	148,143	134,963
Depreciation charge for the financial year	13,180	13,180
As at 31 December	161,323	148,143
Carrying amount		
As at 31 December	333,811	346,991
Fair value	1,030,000	880,000

Location:	Site area (Sq. Ft)	Tenure
200, Jalan Sultan, #10-06 Textile Centre, Singapore 199018	882	99 years

	2025 SGD	2024 SGD
Total investment properties	1,872,001	1,885,181

The investment properties of the Group were leased to tenants under operating leases. The rental income from investment properties is SGD 177,600 (2024: SGD 177,600). The property tax incurred on the investment properties is SGD 17,530 (2024: SGD 17,423).

Valuation of investment properties

The investment properties of the Group were valued at SGD 5,830,000 (2024: SGD 5,580,000) which has been determined based on valuations performed as at 31 December 2025 and 31 December 2024. The valuations were performed by READING Property Consultants Pte Ltd, an independent valuer with a recognised and relevant professional qualification and with recent experience in the location and category of the properties being valued. Details of valuation techniques and inputs used are disclosed in Note 33.

NOTES TO THE FINANCIAL STATEMENTS

14. RIGHT-OF-USE ASSETS

Lease property	Group 2025 SGD	Group 2024 SGD
Cost		
At beginning of the financial year	-	54,599
Write-off	-	(54,599)
At end of the financial year	-	-
Accumulated depreciation		
At beginning of the financial year	-	38,675
Depreciation charge for the financial year	-	1,327
Write-off	-	(40,002)
At end of the financial year	-	-
Carrying amount		
At end of the financial year	-	-

15. FINANCIAL ASSETS

	Group and Co-operative 2025 SGD	Group and Co-operative 2024 SGD
Fair value through profit or loss		
Quoted equity	1,288,147	1,046,747
Unquoted equity – Singapore	996,184	381,244
	2,284,331	1,427,991
Fair value through other comprehensive income		
Investment in other Co-operatives		
Unquoted equity – Singapore	138,511	138,511
	138,511	138,511
	2,422,842	1,566,502
Movement during the financial year:		
Balance at 1 January	1,566,502	1,530,426
Disposed during the financial year	(8,800)	-
Fair value changes during the financial year (Note 24)	865,140	36,076
Balance at 31 December	2,422,842	1,566,502

Equity investment are quoted in Singapore.

The quoted investments are stated at fair value based on available market price as at financial year end.

NOTES TO THE FINANCIAL STATEMENTS

16. INVESTMENT IN SUBSIDIARIES

	Co-operative 2025 SGD	2024 SGD
At beginning and end of the financial year	1,170,000	1,170,000

The details of the subsidiaries are as follows:

Name of subsidiaries	**Principal activities**	**Place of Business**	**Percentage of equity held**		**Cost of investments**	
			2025 %	**2024 %**	**2025 SGD**	**2024 SGD**
Held by the Co-operative:						
* Secureguard Security Services Co-operative Ltd.	Security related services	Singapore	98.89	98.89	1,170,000	1,170,000
Held by the Secureguard Security Services Co-operative Ltd:						
* Security Masters Pte Ltd	Security related services	Singapore	100	100	2,810,808	2,810,808

* Audited by P G Wee Partnership LLP, Singapore.

NOTES TO THE FINANCIAL STATEMENTS

17. AUDIT OF SUBSIDIARY

During the financial year, the Group's subsidiary, Security Masters Pte. Ltd., received a qualified audit opinion in its statutory financial statements for the financial year ended 31 December 2025.

The qualification arose from:

- trade and other receivables amounting to approximately SGD 150,372 arising from unauthorised salary advances and other payments, for which supporting documentation and proper authorisation were not available; and
- salary expenses amounting to approximately SGD 79,643 for which no supporting payroll records could be obtained.

The financial contribution of this subsidiary to the Group is summarised below:

- Revenue: SGD 4,142,555
- Loss for the year: SGD 83,517
- Net assets: SGD 2,505,404

The Management Committee has performed an assessment of the matters giving rise to the qualification, including:

- evaluating the nature of the uncertainty or misstatement;
- assessing the extent to which the matter affects the subsidiary's reported balances; and
- considering the potential impact on the Group's consolidated financial statements.

Based on this assessment, the Management Committee is of the view that:

- the underlying matter does not have a material impact on the Group's financial position and performance; and
- no adjustments are required on consolidation.

Notwithstanding the above, the matter represents an area of heightened judgement and estimation uncertainty, particularly in relation to:

- the recoverability of assets; and
- the reliability of underlying financial information.

Accordingly, management has taken these factors into account, where relevant, in determining:

- expected credit losses on receivables (Note 19); and
- other areas of significant accounting judgement.

NOTES TO THE FINANCIAL STATEMENTS

18. GOODWILL

Acquisition of subsidiary

On 31 August 2019, the Subsidiary, Secureguard Security Services Co-operative Ltd, acquired 100% equity interest in 'Security Masters Pte Ltd'. Upon the acquisition, Security Masters Pte Ltd became a wholly owned subsidiary of the Co-operative.

The fair value of the identifiable assets and liabilities of Security Masters Pte Ltd as at the date of acquisition were:

	Fair value as at 31 August 2019 SGD
Cash and bank balance	798,947
Trade and other receivables	1,254,441
	2,053,388
Property, Plant and Equipment	53,728
Right of Use Asset	35,535
Customer contracts (Note 12)	325,547
	414,810
Total Assets	2,468,198
Trade payables	46,178
Other payables	242,842
Deferred tax liabilities	55,342
Total liabilities	344,362
Net identifiable assets at fair value	2,123,836

NOTES TO THE FINANCIAL STATEMENTS

18. GOODWILL (Continued)

	Fair value as at 31 August 2019 SGD
Consideration for acquisition of 100% equity interest	
- Cash consideration paid on 9 September 2019	1,000,000
- Cash consideration paid on 15 November 2019	634,247
- Cash consideration paid during year 2020	1,150,441
- Cash consideration paid during year 2022	26,120
Total purchase consideration	2,810,808
Goodwill	686,972

Impairment of goodwill

The Group is required to test, on an annual basis, whether goodwill has suffered any impairment. The recoverable amount is determined based on value in use calculations. The use of this method requires the estimation of future cash flows and the determination of a discount rate in order to calculate the present value of the cash flows.

The key assumption used in the estimation of the recoverable amounts are set out below:

Group	**2025** %	**2024** %
Discount rate	8.21	8.21
Growth rate	10	10
Terminal growth rate	1.0	1.0

The recoverable amounts are determined based on value-in-use calculations. The value-in-use calculation is a discounted cash flow model using cash flow projections based on the most recent forecasts approved by management covering 5 years. Cash flows beyond these periods are extrapolated using the estimated terminal growth rates stated in table above. The terminal growth rate used is within management's expectation of the long-term average growth rates of the industry in which it operates. The discount rates applied are the weighted average cost of capital from the comparable companies' data.

Based on the impairment review, no impairment charge was recognised in 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

19. TRADE AND OTHER RECEIVABLES

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Trade receivables				
- External parties	998,556	1,068,494	-	-
- Related parties	169,797	86,000	-	-
	1,168,353	1,154,494	-	-
Other receivables				
Advances	10,513	8,007	-	-
Salary advance	153,807	153,807	-	-
GST receivables	-	4,637	-	-
Prepayment	650,392	26,658	624,284	590
Other receivables	15,265	29,415	9,345	5,601
Deposits	52,337	46,649	3,780	5,490
	882,314	269,173	637,409	11,681
Total trade and other receivables	2,050,667	1,423,667	637,409	11,681

Trade receivables are non-interest bearing and are generally on 30 to 60 days' terms. They are recognised at their original invoice amounts which represents their fair values on initial recognition.

Salary advance include an amount of SGD 150,372 (2024: SGD 150,372) relating to payments made through certain employees, comprising unauthorised salary advances of approximately SGD 54,273 and other payments of approximately SGD 96,099.

In June 2025, the Company lodged a police report in relation to suspected misappropriation of funds involving a former member of management. The police report refers to an alleged cash loss of approximately SGD 150,000.

Management has indicated that the non-salary portion of these payments was intended for ad hoc security guard expenses incurred during the financial year 2024. However, based on internal investigations, these transactions lack supporting documentation and proper authorisation, and no corresponding expenses have been recognised in the financial statements.

As at the date of approval of these financial statements, investigations remain ongoing, the nature and the validity of the underlying transactions have not been fully established and the financial impact of these matters cannot be reliably determined.

NOTES TO THE FINANCIAL STATEMENTS

19. TRADE AND OTHER RECEIVABLES (Continued)

Receivables that are past due but not impaired

The Group had trade receivables amounting to SGD 1,168,353 (2024: SGD 1,154,494) that were past due at the reporting date but not impaired. These receivables were unsecured and the analysis of their aging at the reporting date was as follows:

	Group 2025 SGD	2024 SGD
Trade receivables past due:		
- Less than 30 days	467,151	991,777
- 31 to 60 days	431,720	198,66
- 60 to 90 days	247,751	9,810
- More than 90 days	21,731	(45,758)
	1,168,353	1,154,494

20. LOANS TO MEMBERS

	Group and Co-operative 2025 SGD	2024 SGD
Loans to members	38,326,449	30,331,075
Less: Allowance for expected credit loss	(2,098,873)	(2,439,714)
Loans to members, net	36,227,576	27,891,361
Less: Current portion of loans to members	(7,799,705)	(8,138,027)
Non-Current portion of loans to members	28,427,871	19,753,334

The loans to members by the Co-operative are interest bearing at the range of 2.2% to 6.99% (2024: 2.2% to 6.99%) per annum and will be repayable by monthly installments over the original period from 3 to 25 years (2024: 3 to 25 years).

The movement in the allowance for impairment loss account is as follows:

	Group and Co-operative 2025 SGD	2024 SGD
Balance at 1 January	2,439,714	4,085,626
Written off during the year	(1,070,465)	(2,042,281)
Waiver on late payment charges	-	(3,631)
Provision for Expected Credit Loss for current year (Note 26)	729,624	400,000
Balance at 31 December	2,098,873	2,439,714

NOTES TO THE FINANCIAL STATEMENTS

20. LOANS TO MEMBERS (Continued)

Loans breakdown by interest rate basis and type of loans:

	Group and Co-operative	
	2025 SGD	2024 SGD
Interest rate basis		
Flat rate	15,189,068	13,609,252
Monthly rate	23,137,381	16,721,823
	38,326,449	30,331,075

	Group and Co-operative	
	2025 SGD	2024 SGD
Type of loans		
Education	786,593	1,232,518
Secured Against Property	23,137,381	16,721,823
Renovation	3,070,498	2,325,103
Secured Against Savings	24,247	36,995
Personal	11,307,730	10,014,636
	38,326,449	30,331,075

21. CASH AND CASH EQUIVALENTS

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Cash at bank	12,583,853	16,742,610	11,351,060	15,288,327
Cash in hand	102,840	103,670	100,840	101,670
	12,686,693	16,846,280	11,451,900	15,389,997
Fixed deposits	18,049,680	15,494,525	16,231,425	13,996,475
	30,736,373	32,340,805	27,683,325	29,386,472

Fixed deposits bear interest rates ranging from 1.3% to 3.9% (2024: 2.5% to 3.8%) per annum and has a maturity period of 1 month to 12 months (2024: 1 month to 12 months) from the financial year end.

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

	Group	
	2025 SGD	2024 SGD
Cash and cash equivalents	30,736,373	32,340,805
Less: Fixed deposits	(18,049,680)	(15,494,525)
	12,686,693	16,846,280

NOTES TO THE FINANCIAL STATEMENTS

22. REVENUE

Disaggregation of revenue

	Group 2025 SGD	Group 2024 SGD	Co-operative 2025 SGD	Co-operative 2024 SGD
Loans to members	2,029,842	1,781,039	2,029,842	1,781,039
Savings and short-term deposits with banks	661,031	1,027,930	661,031	1,027,930
	2,690,873	2,808,969	2,690,873	2,808,969
Security services fee	7,259,135	5,684,307	-	-
	9,950,008	8,493,276	2,690,873	2,808,969
<u>Timing of transfer of good or service</u>				
Over time	9,950,008	8,493,276	2,690,873	2,808,969
	9,950,008	8,493,276	2,690,873	2,808,969

The Group mainly generate revenue by earning interest income of loan to members and fee from security services provided by the subsidiaries.

There is no significant judgement and method used in estimating revenue, no contract liabilities, refund liabilities, and no remaining performance obligations, except that the subsidiaries have to fulfil contractual obligation to supply guards to remaining contract period which is range from 1 to 2 years.

23. COST OF SERVICE

	Group 2025 SGD	Group 2024 SGD	Co-operative 2025 SGD	Co-operative 2024 SGD
Salaries and allowances	5,887,405	4,246,339	-	-
Employer's contribution to Central Provident Fund	318,759	256,109	-	-
Foreign worker levy	195,505	185,039	-	-
	6,401,669	4,687,487	-	-

NOTES TO THE FINANCIAL STATEMENTSc

24. OTHER INCOME

	Group 2025 SGD	2024 SGD	Co-operative 2025 SGD	2024 SGD
Administrative fee income	351,865	229,696	351,865	229,696
Bad debts recovered	216,035	187,701	216,035	187,701
Gain on disposal of financial assets	1,000	-	1,000	-
Dividends from quoted investments	56,281	53,413	56,281	53,413
Dividends from unquoted investments	28,711	35,190	28,711	35,190
Gain on fair value through profit or loss (Note 15)	865,140	36,076	865,140	36,076
Giro rejection administration income	45,167	35,820	45,167	35,820
Government grants	234,119	243,794	-	-
Income from subsidiaries	-	-	153,000	153,000
Interest income	36,019	51,376	-	-
Miscellaneous income	127,194	94,186	109,867	91,317
Penalty fee income – loan repayment	278,832	265,522	278,832	265,522
Rental income	144,000	164,400	177,600	178,400
	2,384,363	1,397,174	2,283,498	1,266,135

25. FINANCE COST

	Group 2025 SGD	2024 SGD	Co-operative 2025 SGD	2024 SGD
Interest expense on lease liability	-	289	-	-

26. OTHER EXPENSES

	Group 2025 SGD	2024 SGD	Co-operative 2025 SGD	2024 SGD
Annual general meeting	34,440	37,085	32,786	35,595
Bank service charges	73,436	73,472	68,668	69,770
IT maintenance	390,604	224,757	390,604	224,757
Consultancy service	5,400	4,500	-	-
Legal and professional fee	9,796	12,103	9,796	12,103
Maintenance	57,805	77,702	57,805	77,702
Miscellaneous	91,426	87,036	55,433	57,474
Postage, printing and stationeries	30,657	116,781	24,289	112,377
Provision for doubtful loan to members (Note 20)	729,624	400,000	729,624	400,000
Utility charges	37,698	41,964	33,970	38,116
Write-off right-of-use assets	-	14,597	-	-
Others	599,877	579,286	353,909	373,592
	2,060,763	1,669,283	1,756,884	1,401,486

NOTES TO THE FINANCIAL STATEMENTS

27. INCOME TAX EXPENSE

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Current income tax	-	-	-	-

Reconciliation of effective tax rate

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Surplus before tax and contribution to Central Co-operative Fund	1,471,966	1,351,460	1,454,670	1,146,542
Tax expense at statutory rate 17% (2024: 17%)	250,234	229,748	247,294	194,912
Non-allowable items	810	10,622	-	-
Exempt income *	(264,432)	(216,701)	(247,294)	(194,912)
Benefits from previously unrecognised tax losses	-	(23,456)		
Benefits from previously temporary differences	-	(213)		
Unrecognised deferred tax asset on current year losses	13,388	-	-	-
	-	-	-	-

* Exempt income mainly pertains to the Co-operative's income. The income of any Co-operative Society registered under the Cooperative Societies Act 1979 is exempted from income tax under Section 13(1)(f)(ii) of the Singapore Income Tax Act, Chapter 134.

The company has unused tax losses and deductible temporary differences of approximately SGD 123,000 (2024: SGD 44,000) and SGD 1,200 (2024: SGD 1,200) respectively available for offsetting against future taxable profits for which no deferred tax asset is recognised due to uncertainty of its recoverability.

The realisation of the future income tax benefit from both unused tax losses and temporary differences is available for an unlimited future period subject to compliance with certain provisions in the Singapore Income Tax Act and agreement by the Comptroller of Income Tax.

28. DIVIDENDS

The dividend of SGD 812,771 for the year ended 31 December 2024 (2023: SGD 840,925) was paid by the Co-operative after approval at the AGM and the amount was accounted for as appropriation in the general fund in the current financial year.

NOTES TO THE FINANCIAL STATEMENTS

29. EMPLOYEE BENEFITS EXPENSE

	Group 2025 SGD	Group 2024 SGD	Co-operative 2025 SGD	Co-operative 2024 SGD
Salaries and allowances	1,727,389	1,567,273	1,226,857	1,069,443
Employer's contribution to Central Provident Fund	194,635	177,063	150,927	132,018
Foreign worker levy	28,171	28,246	7,541	13,200
Staff related expenses	172,013	190,119	116,227	121,118
	2,122,208	1,962,701	1,501,552	1,335,779

30. LEASES

Lease receivable

The Group and Co-operative leases out at a fixed monthly rental with lease agreements of 1 years which is non-cancellable. No contingent rent is required to be paid under the lease agreements. Future minimum lease receivables for the lease are as follows:

	Group 2025 SGD	Group 2024 SGD	Co-operative 2025 SGD	Co-operative 2024 SGD
Within one year	132,000	132,000	151,600	151,600
After one year but not more than five years	-	-	-	-
	132,000	132,000	151,600	151,600

Income recognised in profit or loss for the financial year ended 31 December 2025 amounted to SGD 144,000 (2024: SGD 164,400).

Lease deposit payable

The Group leases office space under non-cancellable operating lease agreements.

The future minimum rental payable under non-cancellable operating leases contracted for at the reporting date but not recognised as liabilities, are as follows:

	Group 2025 SGD	Group 2024 SGD
Not later than one year	37,082	35,640
Later than one year but not later than five years	51,012	5,940
	88,094	41,580

Recognised as an expense in profit or loss for the financial year ended 31 December 2025 amounted to SGD 38,848 (2024: SGD 38,586).

NOTES TO THE FINANCIAL STATEMENTS

30. LEASES (Continued)

Lease liabilities	**Group 2025 SGD**	**2024 SGD**
At beginning of the financial year	-	16,448
Changes from financing cash flows:		
- Repayment of lease liabilities	-	(16,448)
- Repayment of interest	-	(289)
	-	(16,737)
Non-cash changes:		
- Interest expense (Note 25)	-	289
At end of the financial year	-	-

Group as a lessee

The Group has lease contracts for office. The Group's obligations under these leases are secured by the lessor's title to the leased assets. The Group is restricted from assigning and subleasing the leased assets. There is lease contract that include extension options which are further discussed below.

(a) Carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are disclosed in Note 14.

(b) Amounts recognised in profit or loss

	Group 2025 SGD	**2024 SGD**
Depreciation of right-of-use assets	-	1,327
Interest expenses on lease liabilities	-	289
Write-off right-of-use assets	-	14,597
Total amount recognised in profit or loss	-	16,213

(c) Total cash outflow

The Group had total cash outflows for leases of SGD Nil (2024: SGD 16,737).

(d) Extension options

The Group has lease contract that include extension options. This option is negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercise significant judgement in determining whether these extension options are reasonably certain to be exercised (Note 3.1).

NOTES TO THE FINANCIAL STATEMENTS

31. RELATED PARTY TRANSACTIONS

For the purposes of these financial statements, parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control. Related parties may be individuals or other entities.

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

(i) Key management personnel compensation

	Group 2025 SGD	2024 SGD	Co-operative 2025 SGD	2024 SGD
Key management personnel salary, bonuses, and benefits	277,200	349,104	182,200	163,454
Employer's contribution to Central Provident Fund	19,333	30,808	12,023	10,661
Directors' honorarium payments	98,000	102,000	70,000	70,000
	394,533	481,912	264,223	244,115

Key management personnel of the Group and Co-operative are those persons having those authority and responsibilities for planning, directing and controlling the activities of the Group and Co-operative.

(ii) Related parties' transactions

Significant transactions with related parties took place at terms agreed between the parties during the financial year are as follows:

	Group 2025 SGD	2024 SGD	Co-operative 2025 SGD	2024 SGD
With related parties:				
Expenses charge by	11,746	8,615	11,746	8,615
Services charge to	679,800	651,600	-	-
With subsidiaries:				
Managements fees charge to subsidiaries	-	-	36,000	36,000
Dividend received from subsidiaries	-	-	117,000	117,000
Rental income from a subsidiary	-	-	33,600	14,000
Payment made on behalf	-	-	9,310	-
With director's immediate family member:				
Loan to Director's Spouse	-	(2,400,000)	-	(2,400,000)

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT

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

The management committee review and agree policies and procedures for the management of these risks, which are executed by the management team. It is and has been throughout the current and previous financial year, the Group and Co-operative's policy that no trading in derivatives for speculative purposes shall be undertaken.

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

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

(a) Credit risk

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

The Group and Co-operative has adopted a policy of dealing with creditworthy but appropriate collateral and surety. The Group and Co-operative performs ongoing credit evaluation of its counterparties' financial condition and generally do require a collateral.

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

The Group and Co-operative has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 30 days, default of interest due for more than 30 days or there is significant difficulty of the counterparty.

NOTES TO THE FINANCIAL STATEMENTS

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

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

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days past due in making contractual payment.

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

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

The Group and Co-operative categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 24 months past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Co-operative's current credit risk grading framework comprises the following categories:

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

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(a) Credit risk (Continued)

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

Group	Note	Category	12-month or lifetime ECL	Gross carrying amount SGD	Expected credit loss SGD	Net carrying amount SGD
31 December 2025						
Loan to members	20	Note 1	Lifetime ECL	38,326,449	2,098,873	36,227,576
Trade receivables	19	Note 1	12-month ECL	1,168,353	-	1,168,353
Other receivables	19	Note 2	12-month ECL	67,602	-	67,602
					2,098,873	
31 December 2024						
Loan to members	20	Note 1	Lifetime ECL	30,331,075	2,439,714	27,891,361
Trade receivables	19	Note 1	12-month ECL	1,154,494	-	1,154,494
Other receivables	19	Note 2	12-month ECL	76,064	-	76,064
					2,439,714	

Co-operative	Note	Category	12-month or lifetime ECL	Gross carrying amount SGD	ECL SGD	Net carrying amount SGD
31 December 2025						
Loan to members	20	Note 1	Lifetime ECL	38,326,449	2,098,873	36,227,576
Other receivables	19	Note 2	12-month ECL	13,125	-	13,125
					2,098,873	
31 December 2024						
Loan to members	20	Note 1	Lifetime ECL	30,331,075	2,439,714	27,891,361
Other receivables	19	Note 2	12-month ECL	11,091	-	11,091
					2,439,714	

Trade receivables (Note 1)

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

Other receivables (Note 2)

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

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(a) Credit risk (Continued)

Group and Co-operative

	Loan to members Days past due					
	≤3 months SGD	**3 - 6 months SGD**	**6 -12 months SGD**	**>12 months SGD**	**Collateral loan SGD**	**Total SGD**
31 December 2025						
Total gross carrying amount	2,934,007	392,216	1,430,066	1,070,873	10,460,340	16,287,502
ECL amount	2,464	85,352	940,184	1,070,873	-	2,098,873
						14,188,629
31 December 2024						
Total gross carrying amount	3,034,474	467,904	1,199,504	1,575,956	9,178,822	15,456,660
ECL amount	1,358	105,582	756,818	1,575,956	-	2,439,714
						13,016,946

The current portion of loan to members is SGD 7,799,705 (2024: SGD 8,138,027) which is not past due.

Group

	Trade receivables Days past due				
	Less than 30 days SGD	**31 – 60 days SGD**	**60 – 90 days SGD**	**More than 90 days SGD**	**Total SGD**
31 December 2025					
Total gross carrying amount	467,151	431,720	247,751	21,731	1,168,353
ECL amount	-	-	-	-	-
					1,168,353
31 December 2024					
Total gross carrying amount	991,777	198,665	9,810	(45,758)	1,154,494
ECL amount	-	-	-	-	-
					1,154,494

Information regarding loss allowance movement of loan to members is disclosed in Note 20.

Excessive risk concentration

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

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(a) Credit risk (Continued)

Exposure to credit risk

The Group has no significant concentration of credit risk. The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

(b) Liquidity risk

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

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

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

***(b) Liquidity risk* (Continued)**

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

	2025				2024			
	Carrying amount	Total contractual cash flow	1 year or less	More than 1 year	Carrying amount	Total contractual cash flow	1 year or less	More than 1 year
	SGD	SGD	SGD	SGD	SGD	SGD	SGD	SGD
Group								
Financial assets								
Financial assets	2,284,331	2,284,331	-	2,284,331	1,427,991	1,427,991	-	1,427,991
Investment in other Co-operatives	138,511	138,511	-	138,511	138,511	138,511	-	138,511
Loans to members	36,227,576	38,326,449	7,799,705	30,526,744	27,891,361	30,331,075	8,138,027	22,193,048
Trade and other receivables	1,235,955	1,235,955	1,235,955	-	1,230,558	1,230,558	1,230,558	-
Cash and cash equivalents	30,736,373	30,736,373	30,736,373	-	32,340,805	32,340,805	32,340,805	-
	70,622,746	72,721,619	39,772,033	32,949,586	63,029,226	65,468,940	41,709,390	23,759,550
Financial liabilities								
Members' savings deposits	47,440,707	47,440,707	47,440,707	-	46,522,902	46,522,902	46,522,902	-
Members' term deposits	6,649,018	6,649,018	6,144,018	505,000	-	-	-	-
Central Co-operative fund contribution	226,825	226,825	226,825	-	129,308	129,308	129,308	-
Trade and other payables	1,480,159	1,480,159	1,480,159	-	1,127,950	1,127,950	1,127,950	-
	55,796,709	55,796,709	55,291,709	505,000	47,780,160	47,780,160	47,780,160	-
Total net undiscounted financial assets (liabilities)	14,826,037	16,924,910	(15,519,676)	32,444,586	15,249,066	17,688,780	(6,070,770)	23,759,550
Co-operative								
Financial assets								
Financial assets	2,284,331	2,284,331	-	2,284,331	1,427,991	1,427,991	-	1,427,991
Investment in other Co-operatives	138,511	138,511	-	138,511	138,511	138,511	-	138,511
Loans to members	36,227,577	38,326,450	7,799,705	30,526,745	27,891,361	30,331,075	8,138,027	22,193,048
Trade and other receivables	13,125	13,125	13,125	-	11,091	11,091	11,091	-
Cash and cash equivalents	27,683,325	27,683,325	27,683,325	-	29,386,472	29,386,472	29,386,472	-
	66,346,869	68,445,741	35,496,155	32,949,586	58,855,426	61,295,140	37,535,590	23,759,550
Financial liabilities								
Members' savings deposits	47,440,707	47,440,707	47,440,707	-	46,522,902	46,522,902	46,522,902	-
Members' term deposits	6,649,018	6,649,018	6,144,018	505,000	-	-	-	-
Central Co-operative fund contribution	215,934	215,934	215,934	-	129,308	129,308	129,308	-
Trade and other payables	1,173,266	1,173,266	1,173,266	-	869,135	869,135	869,135	-
	55,478,925	55,478,925	54,973,925	505,000	47,521,345	47,521,345	47,521,345	-
Total net undiscounted financial assets (liabilities)	10,867,944	12,966,816	(19,477,770)	32,444,586	13,773,795	13,773,795	(9,985,755)	23,759,550

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(c) *Market risk*

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

(d) *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Co-operative's financial instruments will fluctuate because of changes in market interest rates. The Group and the Co-operative's exposure to interest rate risk through the impact of rate changes on interest-earning assets and interest-bearing liabilities.

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

	Variable rates		Fixed rates		
Group	**Less than 12 months SGD**	**More than 1 year SGD**	**Less than 12 months SGD**	**More than 1 year SGD**	**Total SGD**
At 31 December 2025					
Assets					
Loans to members	-	-	7,799,705	28,427,871	36,227,576
Cash and cash equivalents	12,686,693	-	18,049,680	-	30,736,373
	12,686,693	-	25,849,385	28,427,871	66,963,949
Liabilities					
Members' savings deposits			47,440,707		47,440,707
Members' term deposits	-	-	6,144,018	505,000	6,649,018
	-	-	53,584,725	505,000	54,089,725
Net interest-earning assets (liabilities)	12,686,693	-	(27,735,340)	27,922,871	12,874,224

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(d) *Interest rate risk (continued)*

Group	Variable rates		Fixed rates		
	Less than 12 months SGD	More than 1 year SGD	Less than 12 months SGD	More than 1 year SGD	Total SGD
At 31 December 2024					
Assets					
Loans to members	-	-	8,138,027	19,753,334	27,891,361
Cash and cash equivalents	16,846,280	-	15,494,525	-	32,340,805
	16,846,280	-	23,632,552	19,753,334	60,232,166
Liabilities					
Members' savings deposits	-	-	46,522,902	-	46,522,902
Net interest-earning assets (liabilities)	16,846,280	-	(22,890,350)	19,753,334	13,709,264

Co-operative	Variable rates		Fixed rates		
	Less than 12 months SGD	More than 1 year SGD	Less than 12 months SGD	More than 1 year SGD	Total SGD
At 31 December 2025					
Assets					
Loans to members	-	-	7,799,705	28,427,871	36,227,576
Cash and cash equivalents	11,451,900	-	16,231,425	-	27,683,325
	11,451,900	-	24,031,130	28,427,871	63,910,901
Liabilities					
Members' savings deposits	-	-	47,440,707	-	47,440,707
Members' term deposits	-	-	6,144,018	505,000	6,649,018
	-	-	53,584,725	505,000	54,089,725
Net interest-earning assets (liabilities)	11,451,900	-	(29,553,595)	27,922,871	9,821,176

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL RISK MANAGEMENT (Continued)

(d) *Interest rate risk (continued)*

Co-operative	Variable rates Less than 12 months SGD	 More than 1 year SGD	Fixed rates Less than 12 months SGD	 More than 1 year SGD	Total SGD
At 31 December 2024					
Assets					
Loans to members	-	-	8,138,027	19,753,334	27,891,361
Cash and cash equivalents	15,389,997	-	13,996,475	-	29,386,472
	15,389,997	-	22,134,502	19,753,334	57,277,833
Liabilities					
Members' savings deposits	-	-	46,522,902	-	46,522,902
Net interest-earning assets (liabilities)	15,389,997	-	(24,388,400)	19,753,334	10,754,931

33. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The carrying amounts of financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values because of the short period to maturity. The fair value of quoted financial assets is determined by reference to their quoted market prices at the financial year end date.

The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements.

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

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

Investments in unquoted equity investments are made in fellow Co-operatives and Group is able to sell to respective Co-operative based on cost price. Hence, fair value of investment is equal to cost of investment. There is no movement on unquoted equity investment.

NOTES TO THE FINANCIAL STATEMENTS

33. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (Continued)

Group and Co-operative	Carrying amount	Fair value measurement using:		
		Level 1	Level 2	Level 3
	SGD	SGD	SGD	SGD
2025				
Financial assets:				
Fair value through profit or loss				
- Quoted equities	1,288,147	1,288,147	-	-
- Unquoted equities	996,184	-	-	996,184
Fair value through other comprehensive income				
- Unquoted equities	138,511	-	-	138,511
Total	2,422,842	1,288,147	-	1,134,695
Non-financial assets:				
Investment properties	1,872,001	-	5,830,000	-
2024				
Financial assets:				
Fair value through profit or loss				
- Quoted equities	1,046,747	1,046,747	-	-
- Unquoted equities	381,244	-	-	381,244
Fair value through other comprehensive income				
- Unquoted equities	138,511	-	-	138,511
Total	1,566,502	1,046,747	-	519,755
Non-financial assets:				
Investment properties	1,885,181	-	5,580,000	-

Level 2 fair value measurements

The valuation of investment properties is based on the sales comparison method or valuation. This method takes into consideration transactions of comparable properties in the vicinity of the subject property. Adjustments were made then to reflect the differences between the comparable and the subject property, which include transaction time, location, type, size, condition, orientation, etc.

The carrying amounts of cash and cash equivalents, fixed deposits, trade and other receivables, members' deposits and other payables are assumed to approximate their fair value as these instruments are relatively short-term in nature.

This investment is not quoted on any market and do not have any comparable industry peers. In addition, the variability in the range of reasonable fair value estimates derived from valuation techniques is significant.

NOTES TO THE FINANCIAL STATEMENTS

33. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (Continued)

Level 3 fair value measurements

The following table shows the information about fair value measurements using significant unobservable inputs (Level 3):

Description	Valuation Technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Unquoted equities at FVOCI	Net asset value (NAV) per share adjusted for a Discount for Lack of Marketability ("DLOM")	Discount for Lack of Marketability ("DLOM") 20%	An increase/(decrease) in the DLOM would result in a corresponding decrease/(increase) in the fair value of the investment

34. CAPITAL RISK MANAGEMENT POLICIES AND OBJECTIVES

The primary objective of the Group capital management is to ensure that it maintains a strong credit rating and net current asset position in order to support its business and maximize shareholder value.

The capital structure of the Group comprises issued share capital and retained earnings.

The Group manages its capital structure and makes adjustments to it, in light of change in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made to the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

Neither the Co-operative nor any of its subsidiaries are subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

35. FINANCIAL INSTRUMENTS BY CATEGORY

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting year

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Fair value through profit and loss				
Quoted equities	1,288,147	1,046,747	1,288,147	1,046,747
Unquoted equities	996,184	381,244	996,184	381,244
	2,284,331	1,427,991	2,284,331	1,427,991
Fair value through other comprehensive income				
Unquoted equities	138,511	138,511	138,511	138,511
Financial assets measured at amortised cost				
Loan to members	36,227,576	27,891,361	36,227,576	27,891,361
Trade and other receivables	1,235,955	1,230,558	13,125	11,091
Cash and cash equivalents	30,736,373	32,340,805	27,683,325	29,386,472
	68,199,904	61,462,724	63,924,026	57,288,924
Financial liabilities measured at amortised cost				
Members' savings deposits	47,440,707	46,522,902	47,440,707	46,522,902
Members' term deposits	6,649,018	-	6,649,018	-
Central Co-operative fund contribution	226,825	129,308	215,934	129,308
Other payables	1,480,159	1,127,950	1,173,266	869,135
	55,796,709	47,780,160	55,478,925	47,521,345

36. CAPITAL COMMITMENTS

Capital expenditure contracted as at the end of reporting period but not recognised in the financial statements are as follows:

	Group		Co-operative	
	2025 SGD	2024 SGD	2025 SGD	2024 SGD
Capital commitments in respect of property, plant and equipment	3,115,223	266,000	3,115,223	266,000

37. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements of the Group for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Management Committee on the date of Management Committee's Statement.

DETAILED INCOME STATEMENT & OPERATING EXPENSES

	2025 SGD	2024 SGD
Revenue		
Interest income		
Loans to members	2,029,842	1,781,039
Savings and fixed deposits with banks	661,031	1,027,930
	2,690,873	2,808,969
Interest expense		
Interest expense on members' savings	(58,791)	(58,361)
Interest expense on members' term deposits	(95,278)	-
	(154,069)	(58,361)
Other income		
Administrative fee income	351,865	229,696
Bad debts recovered	216,035	187,701
Gain on disposal of financial assets	1,000	-
Gain on fair value through profit or loss	865,140	36,076
Giro rejection administration income	45,167	35,820
Gross dividends from quoted investments	56,281	53,413
Gross dividends from unquoted investments	28,711	35,190
Miscellaneous income	109,867	91,317
Penalty fee income - loan repayment	278,832	265,522
Rental income	177,600	178,400
	2,130,498	1,113,135
Income from subsidiaries	153,000	153,000
Total other operating income	**2,283,498**	**1,266,135**
Salary, wages and employees' benefits	(1,501,552)	(1,335,779)
Depreciation of property, plant and equipment	(39,587)	(29,240)
Amortisation of intangible asset	(54,429)	(90,516)
Depreciation of investment properties	(13,180)	(13,180)
Other expenses	(1,756,884)	(1,401,486)
Operating surplus for the financial year	**1,454,670**	**1,146,542**
Contribution to Central Co-Operative Fund	(215,934)	(129,308)
Net operating surplus for the financial year	**1,238,736**	**1,017,234**

DETAILED INCOME STATEMENT & OPERATING EXPENSES

	2025 SGD	2024 SGD
Other expenses		
Advertising and sponsorship	4,266	8,178
Affliaton fee	3,250	3,891
Annual general meeting expenses	45,786	35,595
Audit fee	65,000	73,465
Bank charges	68,668	69,770
Board expenses	14,365	18,678
IT maintenance	390,604	224,757
Co-operative functions	12,280	3,450
Credit assessment/review expense	9,855	11,958
Education and training	22,671	29,564
Legal and professional fee	9,796	12,103
Maintenance	57,805	77,702
Marketing expenses	77,307	78,694
Miscellaneous expenses	55,433	57,474
Postage	5,727	18,802
Printing and stationery	18,562	93,575
Prizes for lucky draw	12,594	12,000
Promotional expenses	-	10,640
Property tax	67,250	65,819
Property transaction expenses	3,600	4,488
Provision for expected credit losses	729,624	400,000
Service charges	667	667
Storage expenses	25,623	18,164
Telephone charges	10,171	22,311
TOL license fee	523	518
Transport charges	11,487	11,107
Utility charges	33,970	38,116
	1,756,884	1,401,486

DETAILED INCOME STATEMENT & OPERATING EXPENSES

Salary, wages and employees' benefits		
Salaries & allowances	1,226,857	1,069,443
Staff incentives	1,750	3,750
Staff insurance	22,922	23,781
Staff training	45,797	49,487
Staff uniform, laundry and other allowances	724	640
Staff welfare	45,034	43,460
Foreign worker levy contributions	7,541	13,200
CPF Contribution and SDL	150,927	132,018
	1,501,552	1,335,779

ESTIMATED EXPENDITURE FOR 2026

Expenditure	**Budget 2026** $	**Budget 2025** $
Advertising and sponsorship	3,000	3,000
Affiliation fee	4,000	4,000
AGM & Meeting expenses	145,000	69,250
Area representatives' meeting expenses	35,000	30,000
Audit fee	50,000	60,000
Bank charges	70,000	70,000
Building maintenance	67,500	58,000
IT maintenance	468,760	250,000
Co-operative functions	15,000	20,000
Corporate video/gifts	13,000	-
CPF and Skill Development Levy contributions	158,000	146,600
Interest expenses	155,000	60,000
Legal and professional fee	95,000	10,000
Marketing expenses	70,000	31,000
Miscellaneous expenses	62,300	28,800
Office equipment maintenance	25,000	25,000
Postage, printing, and stationery	50,000	50,000
Prize for lucky draw	13,000	12,000
Property tax	70,000	70,000
Credit assessment expenses	12,000	12,000
Salaries and allowances	1,200,000	1,110,000
Staff Insurance	25,000	25,000
Staff Welfare	153,350	85,350
Storage	30,000	20,000
Relocation	80,000	-
Telephone charges	20,000	20,000
Education and training for committee members	30,000	30,000
Transport charges	15,000	10,000
Utility charges	45,000	40,000
Total	**3,179,910**	**2,350,000**

APPROPRIATION OF SURPLUS FOR 2025

	S$
NET SURPLUS FROM OPERATIONS	1,238,737
LESS: APPROPRIATION	
DIVIDEND	(812,771)
HONORARIUM	(70,000)
COMMON GOOD FUND	(100,000)
GENERAL FUND	(255,966)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