Causes for Animals (Singapore) Limited
(Company Registration Number: 201314186Z)
(Registered under Companies Act 1967 and Charities Act 1994)

AUDITED FINANCIAL STATEMENTS

For the Financial Year Ended 31 May 2025

Tan, Chan & Partners
CHARTERED ACCOUNTANTS SINGAPORE
26 Eng Hoon Street Singapore 169776
Tel: 6533 7393 **Fax**: 6533 6831
www.tanchan-cpa.com

Causes for Animals (Singapore) Limited

AUDITED FINANCIAL STATEMENTS

For the Financial Year Ended 31 May 2025

Contents	**Page**
Directors' Statement	1 - 2
Independent Auditor's Report	3 - 5
Statement of Financial Activities	6
Balance Sheet	7
Statement of Cash Flows	8
Notes to the Financial Statements	9 - 18

Causes for Animals (Singapore) Limited

DIRECTORS' STATEMENT
For the Financial Year Ended 31 May 2025

The directors present their statement to the members of Causes for Animals (Singapore) Limited (the "Company") together with the audited financial statements for the financial year ended 31 May 2025.

In the opinion of the directors,

(a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of the Company as at 31 May 2025 and of the financial performance and cash flows of the Company for the financial year ended 31 May 2025 in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard ("CAS"); and

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

DIRECTORS

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

Arfian Hanafi Rogers
Christine Bernadette Shalini Ravi
Lee Wan Ling, Mary-Anne
Prateek Sinha
Quek Guan Ling

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES AND DEBENTURES

As the Company is limited by guarantee and has no share capital or debentures, the statutory information required to be disclosed by the directors under Schedule 12(8)(a) and Schedule 12(8)(b) of the Companies Act 1967 does not apply.

The liability of each member is limited to $1 while he/she is a member, or within one year after he/she ceases to be a member.

At the end of the reporting period, the Company has 6 (2024: 7) members.

INDEPENDENT AUDITOR

The independent auditor, Tan, Chan & Partners, has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors

.....
Christine Bernadette Shalini Ravi
Director

.....
Quek Guan Ling
Director

Singapore

Date: 30 September 2025

INDEPENDENT AUDITOR'S REPORT

To the Members of
Causes for Animals (Singapore) Limited
For the Financial Year Ended 31 May 2025

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Causes for Animals (Singapore) Limited (the "Company"), which comprise the balance sheet of the Company as at 31 May 2025, the statement of financial activities and statement of cash flows of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Singapore Charities Accounting Standard ("CAS") so as to present fairly, in all material respects, the state of affairs of the Company as at 31 May 2025 and the results and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

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

Other Information

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

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.

26 Eng Hoon Street Singapore 169776
Tel: 6533 7393 **Fax**: 6533 6831
www.tanchan-cpa.com

INDEPENDENT AUDITOR'S REPORT

To the Members of
Causes for Animals (Singapore) Limited
For the Financial Year Ended 31 May 2025

Report on the Audit of the Financial Statements (Cont'd)

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

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and CAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

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

26 Eng Hoon Street Singapore 169776
Tel: 6533 7393 **Fax**: 6533 6831
www.tanchan-cpa.com

INDEPENDENT AUDITOR'S REPORT

To the Members of
Causes for Animals (Singapore) Limited
For the Financial Year Ended 31 May 2025

Report on the Audit of the Financial Statements (Cont'd)

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

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

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

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

Report on other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

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

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

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

Tanchan & Partners

Tan, Chan & Partners
Public Accountants and
Chartered Accountants

Date: 30 September 2025

26 Eng Hoon Street Singapore 169776
Tel: 6533 7393 **Fax**: 6533 6831
www.tanchan-cpa.com

Causes for Animals (Singapore) Limited

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 May 2025

	Note	2025 $	2024 $
Income			
Income from generated funds:			
Voluntary income:			
Donations	3	**1,006,295**	773,888
Investment income:			
Interest income		**53,528**	71,456
Income from charitable activities:			
Adoption fees		**34,682**	44,900
Subsidy from National Parks Board		**13,277**	41,793
Grant from ToteBoard		**97,781**	29,248
Sale of merchandise		**1,006**	1,253
Other income		**9,600**	6,893
Total income		**1,216,169**	969,431
Less: Cost of generating funds			
Service fees - donations and fund-raising		**15,643**	14,945
Less: Charitable activities	4	**592,295**	532,228
Less: Governance and administrative costs	5	**52,433**	40,858
Net income before taxation		**555,798**	381,400
Taxation	6	**-**	-
Net income		**555,798**	381,400
Total fund brought forward		**3,652,735**	3,271,335
Total fund carried forward		**4,208,533**	3,652,735

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

Causes for Animals (Singapore) Limited

BALANCE SHEET
As at 31 May 2025

	Note	2025 $	2024 $
ASSETS			
Non-current asset			
Plant and equipment	7	**52,540**	61,420
Current assets			
Prepayments		**433**	-
Other receivables	8	**29,803**	43,310
Bank balances	9	**4,162,052**	3,584,841
		4,192,288	3,628,151
Current liability			
Other payables	10	**36,295**	36,836
Net assets		**4,208,533**	3,652,735
FUND			
Unrestricted fund			
Unrestricted income fund		**4,208,533**	3,652,735

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

Causes for Animals (Singapore) Limited

STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 May 2025

	Note	2025 $	2024 $
Operating activities			
Net income before taxation		**555,798**	381,400
Adjustments for:			
Depreciation of plant and equipment	7	**8,880**	8,880
Interest income		**(53,528)**	(71,456)
Operating cash flows before working capital changes		**511,150**	318,824
Changes in working capital:			
Prepayments		**(433)**	3,029
Other receivables		**14,524**	(3,036)
Other payables		**(541)**	(11,567)
Cash flows generated from operation		**524,700**	307,250
Interest received		**52,511**	87,539
Net cash flows generated from operating activities		**577,211**	394,789
Cash and cash equivalents at beginning of financial year		**3,584,841**	3,190,052
Cash and cash equivalents at the end of financial year	9	**4,162,052**	3,584,841

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

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

1. GENERAL INFORMATION

Causes for Animals (Singapore) Limited (the "Company") is incorporated and domiciled in the Republic of Singapore, limited by guarantee and not having any share capital.

The Company is registered as a charity under the Charities Act 1994 and is an approved Institution of Public Character ("IPC") from 15 February 2023 to 14 February 2026.

The Company's registered office is located at 26 Eng Hoon Street, Singapore 169776 and its principal place of operation is located at 59 Sungei Tengah Road, #02-51 and #02-52, Animal Lodge Block V, Singapore 699014.

The principal activities of the Company are to provide protection to both the animals and the environment.

The objectives for which the Company is established are:

a) to prevent cruelty and the ill treatment of animals by promoting their good treatment;
b) to prevent the wanton and improper treatment of animals;
c) to encourage kindness and consideration towards animals, including the establishment and promotion of junior movements;
d) to maintain and protect animals and life in their natural habitat;
e) to educate the entire community with regard to the humane treatment of animals and compassion for them; and
f) to create a generation that is aware of its environment hence be actively involved in its protection and improvement, to support conservation projects, environmental awareness campaigns and providing assistance to local communities through training and socio-economic development initiatives.

The financial statements for the financial year ended 31 May 2025 were approved and authorised for issue by the Board of Directors on the date of directors' statement.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements, expressed in Singapore Dollar ("$"), which is the functional currency of the Company have been prepared in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations"), and Singapore Charities Accounting Standard ("CAS"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.1 Basis of preparation (cont'd)

The preparation of financial statements in conformity with CAS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There were no significant judgements made in applying accounting policies and no estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

2.2 Income recognition

Income is recognised in the statement of financial activities to the extent that the Company becomes entitled to the income, when it is probable that the income will be received; and when the amount of the income can be measured with sufficient reliability.

Voluntary income

Donations, fund raising income, grants

Donations, fund raising income and grants are recognised on receipt. However, donations and grants received that are subject to donor-imposed pre-conditions are deferred as liabilities until the Company is able to meet the terms of the donations and grants.

Investment income

Interest income

Interest income is recognised on accrual basis using the effective interest rate method.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.2 Income recognition (cont'd)

Income from charitable activities

Adoption fees, subsidies, rentals

Adoption fees, subsidies and government grants, rental of vehicles are earned by providing goods or services in return for a fee and are recognised to the extent that the Company has provided the goods or services. If such income is received in advance, and the Company has not fulfilled the performance conditions attached to such income, it is deferred as a liability until the Company fulfils the conditions and becomes entitled to such income.

Government grants and subsidies

Government grants and subsidies are recognised upon receipt. However, grants received that are subject to donor-imposed pre-conditions are deferred as liabilities until the Company is able to meet the terms of the grants.

Other income

Other income is recognised at a point in time upon receipt.

2.3 Recognition of expenditures

Expenditures are recognised in the statement of financial activities once the goods or services have been received unless the expenditure qualifies for capitalisation as assets such as inventory and plant and equipment. Expenditure on performance-related grants is recognised to the extent the specified service or goods have been provided. Expenditures in the statement of financial activities are classified under the cost of generating funds, cost of charitable activities and governance costs.

Charitable activities

Expenditure on charitable activities comprises all costs incurred in undertaking work to meet the charitable objects of the Company. Such costs include the direct costs of the charitable activities of the Company together with those support costs incurred that enable these activities to be undertaken.

All resources applied in undertaking activities to meet the Company's charitable objectives are classified under cost of charitable activities.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.3 Recognition of expenditures (cont'd)

Governance costs

Governance costs include the costs of governance arrangement, which relate to the general running of the Company as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Governance costs will normally include both direct costs such as internal and external audit, legal advice for the Company and costs associated with constitutional and statutory requirements, and related support costs which where material, would comprise apportionment of shared and indirect costs involved in supporting the governance activities.

Allocation of costs

Where appropriate, expenditures that are specifically identifiable to each cost classification are allocated directly to the type of costs incurred. Where apportionment between each costs classification is necessary, the following apportionment bases are applied:
- Usage;
- Head count i.e. on the number of people employed within an activity;
- Floor area occupied by an activity;
- On time basis; and
- Expenditure total.

2.4 Employee benefits

Defined contribution plan

The Company makes contributions to the Central Provident Fund in Singapore. Contributions to the defined contribution plan are recognised as an expense in the period in which the related service is performed.

Short-term benefits

All short-term benefits including accumulating compensated absences are recognised in the statement of financial activities in the period in which the employees rendered their services to the Company.

2.5 Plant and equipment

Plant and equipment are carried at cost less accumulated depreciation. Depreciation is charged on the straight-line method to write off the assets over their estimated useful lives as follows:

	Estimated useful lives
Motor vehicle	10 years
Renovation	3 years
Computer	3 years

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.5 Plant and equipment (Cont'd)

The residual values, estimated useful lives and depreciation method of plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in the statement of financial activities when the changes arise.

The gain or loss arising on disposal or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of financial activities.

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

2.6 Other receivables

Other receivables, excluding prepayments, are measured at initial recognition at transaction price, excluding transaction costs, if any. Transaction costs shall be recognised as expenditure in the statement of financial activities. Prepayments shall be initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

After initial recognition, receivables, excluding prepayments, shall be measured at cost less any accumulated impairment losses. Prepayments shall be measured at the amount paid less the economic resources received or consumed during the financial period.

At each balance sheet date, where there is objective evidence that a receivable is impaired, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial activities. The allowance recognised is measured as the difference between the asset's carrying amount and the undiscounted future cash flows that the Company expects to receive from the receivables. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited in the statement of financial activities.

2.7 Other payables

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

2.8 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents comprise cash at bank and fixed deposits with financial institutions which are subject to insignificant risk of change in value.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.9 Unrestricted fund

Unrestricted income fund

These represent funds received by the Company that are expendable for any activity within the Company at the discretion of the Management in furtherance of the Company's charitable objectives.

3. DONATIONS

	Note	**2025**	2024
		$	$
Tax-deductible	11	**856,257**	729,870
Non-tax-deductible		**150,038**	44,018
		1,006,295	773,888

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted tax deduction for the donations made to the Company.

During the reporting year, the Company has issued tax exempt receipts for donations collected amounting to $856,257 (2024: $729,870).

4. CHARITABLE ACTIVITIES

	Note	**2025**	2024
		$	$
Cremation of animal bodies		**3,455**	-
Depreciation of plant and equipment	7	**8,880**	8,880
Employer CPF		**20,286**	16,442
Food supplies		**37,482**	33,533
General expenses		**50**	2,858
Grooming of animals		**33,097**	4,339
Rental		**28,667**	27,538
Salaries, bonus and allowances		**115,372**	94,420
Skill development levy		**272**	187
Transport expenses		**18,868**	13,318
Trapping, neuter and release of animals		**1,118**	1,344
Veterinary - general		**313,683**	318,748
Veterinary - vaccinations		**11,065**	10,621
		592,295	532,228

5. GOVERNANCE AND ADMINISTRATIVE COSTS

	2025 $	2024 $
Audit fee	**4,634**	4,644
Bank charges	**87**	92
Cleaning	**6,005**	4,543
Consulting and accounting fees	**16,775**	9,502
Courier and freight	**207**	274
Entertainment	**-**	134
Equipment	**1,225**	3,800
Gift and tokens	**7,513**	4,756
Insurance	**606**	1,029
Light, power and heating	**4,295**	3,181
Office expenses	**-**	242
Printing and stationery	**988**	1,447
Repair and maintenance	**6,448**	4,976
Subscriptions	**1,617**	1,813
Telephone and internet	**2,033**	425
	52,433	40,858

6. TAXATION

The Company is registered as an exempt charity under The Charities Act 1994. By virtue of section 13(1)(zm) of the Income Tax Act, the Company is exempted from income tax.

7. PLANT AND EQUIPMENT

	Note	Motor vehicle $	Renovation $	Computer $	Total $
Cost					
As at 1 June 2023, 31 May 2024 and **31 May 2025**		**88,800**	**107,000**	**3,424**	**199,224**
Accumulated depreciation					
As at 1 June 2023		18,500	107,000	3,424	128,924
Depreciation	4	8,880	-	-	8,880
As at 31 May 2024		27,380	107,000	3,424	137,804
Depreciation	4	8,880	-	-	8,880
As at 31 May 2025		**36,260**	**107,000**	**3,424**	**146,684**
Carrying amount					
As at 31 May 2024		61,420	-	-	61,420
As at 31 May 2025		**52,540**	**-**	**-**	**52,540**

8. OTHER RECEIVABLES

	2025	2024
	$	$
Deposits	**915**	765
Interest receivable	**19,907**	18,890
Paypal account	**8,981**	23,655
	29,803	43,310

9. BANK BALANCES

	2025	2024
	$	$
Cash at bank	**1,662,052**	384,841
Fixed deposits	**2,500,000**	3,200,000
	4,162,052	3,584,841

Fixed deposits are placed with financial institutions for 6 (2024: 6 to 9) months and earn interest at 1.68% (2024: 2.35%) per annum.

Cash at bank earns interest at the prevailing bank interest rates.

10. OTHER PAYABLES

	2025	2024
	$	$
Accrued operating expenses	**32,795**	34,305
Central Provident Fund payable	**3,500**	2,531
	36,295	36,836

11. RELATED PARTY TRANSACTIONS

During the financial year, the Company did not have any compensation to key management personnel as defined under the Charities Accounting Standard.

A close member of a key management personnel has received remuneration of $65,972 (2024: $84,146) during the financial year.

12. FUND RAISING

30/70 Fund-raising Efficiency Ratio

	2025 $	2024 $
Income from fund-raising campaigns		
Campaigns conducted by the Company	**122,398**	151,437
Campaigns conducted by third-parties on behalf of the Company	**35,178**	24,508
	157,576	175,945
Cost of fund-raising campaigns	-	3,042
Fund-raising efficiency ratio	-	1.73

The fund-raising efficiency ratio has been computed as **(E+S)/(R+S)**, where **E** refers to the total expenses relating to fund-raising; **R** refers to the total gross receipts from fund-raising, other than receipts from sponsorships; and **S** refers to the total cost or value of sponsored goods and services relating to fund-raising.

13. RESERVES POSITION

The Company's reserve position for the financial year ended 31 May 2025 is as follows:

	2025 $	2024 $	Increase/ (Decrease) %
(A) Unrestricted fund			
Unrestricted income fund	**4,208,533**	3,652,735	15.22%
(B) Restricted or designated fund	-	-	-
(C) Endowment funds	-	-	-
(D) Total funds	**4,208,533**	3,652,735	15.22%
(E) Annual operating expenditure	**644,728**	573,086	12.50%
Ratio of funds to annual operating expenditure (A)/(E)	**6.53**	6.37	

13. RESERVES POSITION (Cont'd)

The Company's reserve position for the financial year ended 31 May 2025 is as follows: (cont'd)

Reference:

(C) An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a Company to spend as grants.
(D) Total funds include unrestricted, restricted/designated and endowment funds.
(E) Total annual operating expenditure includes expenses related to cost of charitable activities and governance and other operating and administration expenditure.

The reserves of the Company provide financial stability and the means for development of the Company's activities. The Board intends to maintain the reserves at a level sufficient for its operating needs. The Company reviews the level of reserves regularly for the Company's continuing obligations.

14. CONFLICT OF INTEREST POLICY

The Board of Directors are expected to avoid actual and potential conflicts of interest. The Board of Directors are expected to declare such conflicts of interest to the Company as soon as possible and abstain from discussion and decision on the matter. All Board of Directors are also required to submit an annual conflict of interest declaration at the end of each financial year or as soon as they are aware of any conflict of interest.

Where a conflict of interest arises at a Board meeting (if any), the Board member concerned should not vote on the matter nor participate in discussions. He or she should recuse himself or herself from the meeting. The reason for how a final decision is made on the transaction or contract should be recorded accordingly. Any appointment of staff who is a close member of the family of the current Board members or staff should be approved by all the Board members. Board members or staff should make a declaration of such relationships, abstain from and not influence decisions made on this appointment.