

ANNUAL REPORT 2025



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01. Chairperson's Message

Dear Members and Friends,

Greetings from Down Syndrome Association (Singapore) [DSA].

2025 was an important year of progress for DSA, as we continued to build on the foundations laid in the first year of our Strategic Plan 2024–2028. Guided by our vision to be a Centre of Excellence for individuals with Down syndrome, their families and the community, we moved into the next phase of our journey with a stronger focus on programme quality, meaningful partnerships and long-term impact.

As the needs of our community continue to evolve, DSA has remained committed to supporting our members across different stages of life. In 2025, we introduced two new programmes to respond to these changing needs. Joyful Living, launched in March, supports adults with Down syndrome as they age by encouraging continued social engagement, active living and community participation. Tiny Talker, launched in June, provides group speech therapy support for children aged four to seven, helping them strengthen their communication, socio-emotional development and readiness for future learning.

These programmes reflect a broader direction for DSA to provide support that is not only relevant, but also responsive to the lived experiences of our service users and their families. Across our services, we continued to strengthen programme management and quality assurance, ensuring that our work is purposeful, well-delivered and centred on meaningful outcomes. While we are encouraged by the positive feedback received from service users, what matters most are the stories behind the feedback — individuals gaining confidence, families feeling supported, and members finding opportunities to learn, connect and participate more fully in the community.

None of this would have been possible without the dedication of our staff, who continue to serve with professionalism, compassion and commitment to DSA's mission. I am also deeply grateful to

our volunteers, donors and community partners, whose generous support has enabled us to extend our reach and deepen our impact throughout the year.

The Board has also continued to strengthen DSA's governance, transparency and accountability. In 2025, we refreshed our Enterprise Risk Management Framework and implemented improvement plans across governance and operations to ensure that DSA remains responsive to the evolving service environment and aligned with regulatory expectations. These efforts have helped us maintain strong governance standards while ensuring that the Association remains operationally resilient amid broader economic uncertainties.

I would like to express my sincere appreciation to my fellow Board members and members of our sub-committees for their stewardship, counsel and commitment. Their contributions have enabled DSA to continue pursuing its mission with clarity and confidence.

As we look ahead, DSA will continue to develop individuals with Down syndrome through lifelong learning and social integration, support families through specialist services, information and education, and advocate for equal opportunities, quality of life and meaningful contribution to society.

Thank you for your continued trust, partnership and support. Together, we can continue to build a more supportive ecosystem and a truly inclusive society where every individual with Down syndrome is valued, supported and empowered to thrive.

Yours faithfully,

Mr Jonathan Seow
Chairperson
Down Syndrome Association (Singapore)

02. About Us

WHO WE ARE

Borne out of love and devotion, Down Syndrome Association (Singapore) (“DSA”) was established by a group of parents of children with Down syndrome in 1995. DSA was formally registered as a society on 16 September 1996 and as a charity under the Charities Act (Chapter 37) on 17 January 1997. DSA is also an Institution of a Public Character (IPC) and a full member of the National Council of Social Service (NCSS). DSA has a constitution as its governing instrument.

The objectives of the Association are:

- To enable persons with Down syndrome to attain their full potential.
- To provide support and information to families of persons with Down syndrome.
- To educate the public in all aspects of Down syndrome.
- To work towards providing better opportunities for persons with Down syndrome so that they can have a better and secured future, working with other agencies where appropriate.
- To provide and promote an advisory service about all aspects of Down syndrome.
- To assemble and disseminate relevant information on all aspects of Down syndrome.
- To initiate and support projects for the direct benefit of persons with Down syndrome.
- To promote independence and self-advocacy in persons with Down syndrome and to provide assistance when necessary.
- To promote, encourage and participate in:
 - a) Research into all aspects of Down syndrome
 - b) The publication of the results of all relevant research
 - c) The dissemination, and where appropriate, the application of the resulting knowledge.
- To carry out all other activities in furthering and enhancing the welfare of persons with Down syndrome.



VISION

To be the Centre of Excellence for individuals with Down syndrome, their families, and the community.



MISSION

- **Develop** individuals with Down syndrome through lifelong learning and social integration.
- **Support** families through specialist services, information, and education.
- **Advocate** for equal opportunities, quality of life and their contribution to society.

CORE VALUES: DSA HEART

- **Honour:** We lead with integrity, earning trust as a reliable and respected voice in the community.
- **Excellence:** We strive for continuous improvement and the highest standards in everything we do.
- **Accountability:** We own our actions, honour our commitments and uphold high standards together.
- **Respect:** We uphold the dignity and worth of everyone through fairness, kindness and understanding.
- **Teamwork:** We create greater impact through working together with shared purpose.

Patron
Mr Tan Soo Khoon

- Managing Director, Crystal Time Group of Companies
- Chairman, Metro Holdings Ltd
- Singapore's Non-Resident Ambassador to the Czech Republic
- Member of Parliament (1976 to 2006)
- Speaker of Parliament (1989 to 2002)

Advisers
Dr S. Vasoo

- Emeritus Professor, Department of Social Work, National University of Singapore
- Former Member of Parliament (1984- 2001)
- Adviser, Central Singapore Community Development Council
- Adviser ACES Care Ltd
- Former Second Adviser, Ang Mo Kio Grassroots Organisations
- Advisor, Allkin Singapore (formerly AMK FSC)
- Distinguished Fellow of Faculty of Arts and Social Sciences, National University of Singapore

- Distinguished Fellow of Faculty of Arts and Social Sciences, Hong Kong University
- Adviser, Advisory Board, =Dreams (Singapore) Limited

Dr Bhavani Sriram

- Consultant Neonatologist and Paediatrician, Shankar Surgery
- Vice President, Asia Pacific Down Syndrome Federation
- Clinical Head, MINDS Developmental Disabilities Medical Clinic

Ms Christine Sekhon

- Partner, Liberty Law Practice LLP

Founding Chairperson
Dr Balbir Singh, PBM

- Legal & Services Sub-Committee Member, Special Needs Trust Company

DSA ORGANISATION CHART

Board of Management

OFFICE BEARERS

- Mr Jonathan Seow, Chairperson*
- Mr Chan Wing Git, Deputy Chairperson*
- Mr Khairul Alam, Honorary Secretary*
- Mr Simon Soh, Honorary Treasurer*

MEMBERS

- Mr Adrian Foo*
- Mr Ang Peng Kwee*
- Ms Helena Oh*
- Mr Moses Teh*
- Mr Nicholas Cheam*
- Mr Alex Yan, Immediate Past Chairperson*

SUB-COMMITTEES

- Executive
- Audit
- Finance
- Events & Fundraising
- Services
- Research & Ethics
- Nomination
- Information Technology
- Human Resource

EXECUTIVE DIRECTOR

- Corporate Services
- Communications & Engagement
- Children Development Services
- Adult Development Services
- Support & Advocacy Services

BOARD OF MANAGEMENT

The Association is governed by a Board of Management (“Board”) comprising up to 10 elected members.



Mr Jonathan Seow
Chairperson

Chief Financial Officer
Moleac Pte Ltd

Date of First Appointment*: 26 Jun 2021

Board Appointment(s) in DSA:

- Board member (2021 – 2023)
- Honorary Treasurer (2023 – 2025)
- Chairperson (Since 14 Jun 2025)

Experience with other Charities/Corporates

- Former Corporate Finance & Business Development, Asian Pharmaceuticals



Mr Chan Wing Git
Deputy Chairperson

Business Head of HR
(Grocery Business and Food Services)
FairPrice Group

Date of First Appointment*: 17 Nov 2018

Board Appointment(s) in DSA:

- Board member (2018 – 2021)
- Honorary Secretary (2021 – 2025)
- Deputy Chairperson (since 14 Jun 2025)

Experience with other Charities/Corporates

- Advisory Panel & HR Committee, Make-A-Wish Foundation Singapore
- Former Group Head of Talent & Excitement, Luxasia Pte Ltd
- Former SVP HR, Training & Admin, Breadtalk Group Ltd



Mr Khairul Alam
Honorary Secretary

Freelance Consultant/Trainer

Date of First Appointment*: 26 Jun 2021

Board Appointment(s) in DSA:

- Board member (2006 – 2008)
- Honorary Treasurer (2006 – 2008)
- Honorary Secretary (2008 – 2010)
- Board member (2021 – 2025)
- Honorary Secretary (Since 14 Jun 2025)

Experience with other Charities/Corporates

- Former Head of Compliance, Asia, Union Bancaire Privée S.A.
- Former Head of PWM Asia Compliance, Morgan Stanley



Mr Simon Soh
Honorary Treasurer

Director
Unity Accounting Pte. Ltd.
Unity Advisory Pte. Ltd.
Unity Business Solutions Pte.Ltd.
Corpingo Pte. Ltd.

Date of First Appointment*: 10 Jun 2023

Board Appointment(s) in DSA:

- Board member (2023 – 2025)
- Honorary Treasurer (since 14 Jun 2025)

Experience with other Charities/Corporates

- Former Manager, Unity Assurance PAC
- Secretary Alumni, Singapore University of Social Sciences



Mr Adrian Foo
Member

Partner
Argor Capital Management

Date of First Appointment*: 25 Nov 2020

Board Appointment(s) in DSA:

- Co-opted Board member (2020 – 2021)
- Honorary Treasurer (2021 – 2023)
- Board member (since 2023)

Experience with other Charities/Corporates

- Former Senior Vice President, GIC



Mr Ang Peng Kwee
Member

Managing Director
Head of Internal Audit Asia
Union Bancaire Privée

Date of First Appointment*: 14 Jun 2025

Board Appointment(s) in DSA:

- Board member (since 14 Jun 2025)

Experience with other Charities/Corporates

- Former Regional Head of Audit, Asia Pacific EFG Private Bank
- Chair Audit Committee and Management Committee Member, Diabetes Singapore
- Audit Committee Member, Autism Association Singapore
- Lay Person, The Inquiry Panel, Office of Chief Justice
- Institute of Internal Auditor, Financial Services Committee



Ms Helena Oh

Member

Senior HR Manager
Sheares Healthcare Management

Date of First Appointment*: 10 Jun 2023

Board Appointment(s) in DSA:

- Board member (since 2023)

Experience with other Charities/Corporates

- Former Senior HR Manager, China Aviation Oil (S) Pte Ltd
- Former Global Reward Business Partner, Colt Technology Services
- Former Senior HR Manager, BreadTalk Group



Mr Moses Teh

Member

Funeral Consultant
Abound Grace Bereavement Services Pte Ltd

Date of First Appointment*: 26 Jun 2021

Board Appointment(s) in DSA:

- Board member (since 2021)

Experience with other Charities/Corporates

- Former Funeral Consultant, Trinity Casket Pte Ltd



Mr Nicholas Cheam

Member

Business Analyst
Private Banking

Date of First Appointment*: 10 Jun 2023

Board Appointment(s) in DSA:

- Board member (since 2023)

Experience with other Charities/Corporates

- Former Product Specialist, HSBC Singapore
- Former Bank Executive, DBS Bank

Management Team

The Executive Director, supported by the management team, leads the staff team to deliver DSA’s programmes and services and ensures effective and efficient operations. As at 31 December 2025, the Association had 26 full-time and three (3) part-time staff.

Ms Evelyn Lai was appointed as the Association’s Executive Director on 15 May 2023. She was formerly the Executive Director of the Singapore Association of Social Workers (2022-2023) and Viriya Community Services (2004-2021) and holds qualifications in Psychology, Counselling and Social Work.

- Ms Evelyn Lai – Executive Director
- Ms Yennie Tjia – Manager, Corporate Services
- Ms Iris Sim – Manager, Communications and Engagement
- Ms Tan Hui Hoon – Manager, Children Development Services
- Ms Catherine Michael – Manager, Adult Development Services
- Ms Sandra Loo – Manager, Support and Advocacy Services



Mr Alex Yan

Immediate Past
Chairperson

Retired since 9 Aug 2024

Date of First Appointment*: 19 Jan 2013

Board Appointment(s) in DSA:

- Co-opted Board member (2013 – 2014)
- Board member (2014 – 2018)
- Honorary Treasurer (2018 – 2021)
- Chairperson (2021-2025)
- Immediate Past Chairperson (since 14 Jun 2025)

Experience with other Charities/Corporates

- Former Head of Corporate Assurance, CIMB Bank
- Former Group Audit Partner, CSLA

*This refers to the date of first appointment to the Board for a continuous period till 31 December 2025.

03. Governance

CORPORATE INFORMATION

Unique Entity Number (UEN)

S96SS0170K

Registered Address

9 Bishan Place, #09-01, Junction 8 (Office Tower),
Singapore 579837

Charity Status

Registered Society since 16 September 1996
Registered Charity since 17 January 1997

Institutions of Public Character Status

1 August 2025 to 31 July 2028

National Council of Social Service (NCSS) Membership

Full member

Auditor

Kreston Helmi Talib PAC

Bankers

DBS Bank | Standard Chartered Bank | United Overseas
Bank Limited | Maybank Singapore Limited

Fund Managers

DBS Bank Treasury & Markets | Lion Global Investors | UOB
Asset Management Ltd

ROLE OF THE BOARD OF MANAGEMENT

The Board is responsible for overseeing and managing the Association. The Board sets the strategic direction and steers the Association towards achieving its objectives and fulfilling its mission and vision. The responsibilities of the Board include complying with the Association's Constitution and all relevant laws and regulations, ensuring high governance standards, assessing and managing relevant risks, ensuring adequate resources to meet its objectives, establishing effective controls and prudent use of resources and monitoring the effectiveness and efficiency of its operations, programmes and service delivery. The composition, powers and functions of the Board are guided by the Association's Constitution.

The daily management and operations of the Association is delegated by the Board to the management team led by the Executive Director. The Board ensures that the management team has suitable qualifications and experience, understands its duties clearly, and performs well and provides the Board with complete and timely information to facilitate the Board in performing its functions and decision-making. The Board and the management team are collectively responsible for achieving the Association's purposes.

BOARD SELECTION AND RECRUITMENT

The Association shall be managed by a Board of Management comprising a Chairperson, a Deputy Chairperson, an Honorary Secretary, an Honorary Treasurer and up to six (6) Ordinary Board Members.

The Board is elected at every alternate Annual General Meeting (AGM) and shall hold office for a two-year term. Members of the outgoing Board shall be eligible for re-election, except for members who have served a total of four (4) terms on the Board previously, whether as consecutive terms or otherwise, effective from the start of the term from 2017 to 2019 which shall be considered as the first term, regardless of any number of terms in the Board prior to the said term.

At least 50% of the Board shall comprise parents and/or siblings of an individual with Down syndrome, unless the number of such parents and/or siblings running for election to the Board in any election year is fewer than half of the total number of Board members for that election year.

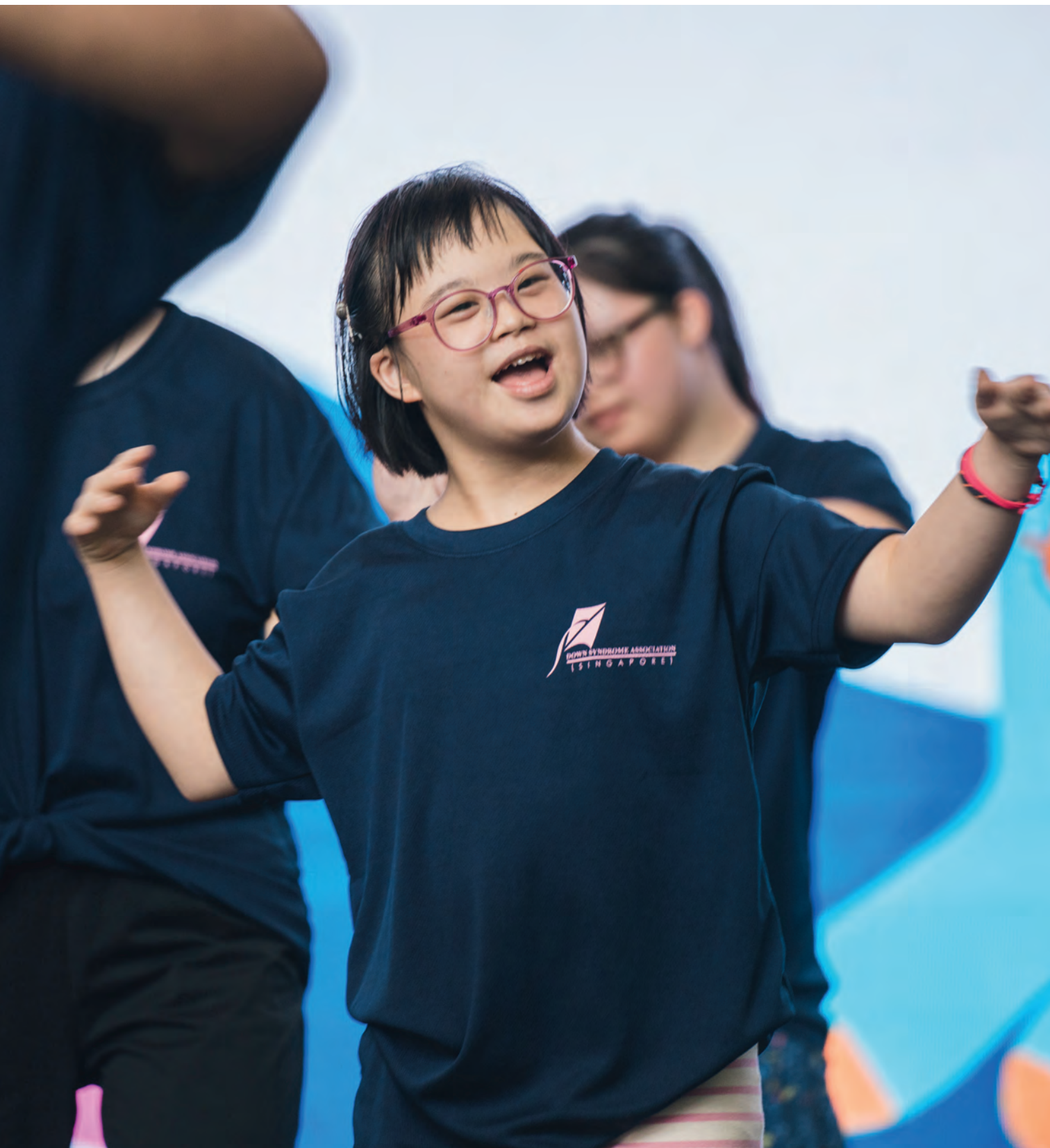
It is DSA's policy that any member who is a full-time paid employee of the Association shall not be eligible for nomination for election to the Board nor serve on the Board of Management. In 2025, no staff served on DSA's Board.

Each member to be nominated for election must be proposed and seconded by another member and the nominee must consent to the nomination either by being present at the General Meeting or in writing. A member who is an employee of the Association shall not be eligible for nomination for election to the Board.

Election will be conducted on a simple majority vote of the members present at that General Meeting. In the event of a tie, the Chairperson of the meeting shall have a casting vote.

The Nomination Committee oversees DSA's succession plans and ensures smooth and successful leadership transitions. The plans include assessment of key current and future needs of the Association, and identification of prospective candidates for succession of DSA's Board and management leadership positions to build a pipeline of talents to fulfil its purpose and be well-positioned for sustained success in the long-term.

In 2025, 10 nominations for election to the Board were received. 30% of the nominees were parents and/or siblings of an individual with Down syndrome. Appropriate background checks were conducted, and all 10 nominees were assessed eligible and suitable for election to the Board and were elected as Board members for the two-year term from June 2025 to June 2027 by members at DSA's 28th AGM held on 14 June 2025.



APPOINTMENT AND TERM LIMITS

Members elected to the Board vote amongst themselves to fill the appointments within the Board. Only Board members who have served at least one (1) term on the Board previously shall hold office positions unless insufficient Board members have met this requirement to fill all office positions, in which case all elected Board members can hold office.

The office of Honorary Treasurer shall not be filled by the same person for more than two (2) consecutive terms.

A Board member who has been Chairperson of the Board for two (2) consecutive terms shall not be eligible for appointment as Chairperson of the Board in the following term.

The Board can co-opt up to two (2) other members who shall serve as members on the Board. Such co-opted Board Members shall not form part of the quorum of the Board and shall not be eligible to vote at Board meetings.

It is DSA's policy that no Board member is to serve for more than four (4) terms on the Board, whether consecutive or otherwise, with effect from the start of the term from 2017 to 2019. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. The policy seeks to enhance DSA's governance and transparency such that no Board member would sit on the Board for more than 10 consecutive years.

As of 31 December 2025, Mr Alex Yan had served on the Board for more than 10 years. He stepped down as Chairperson on 14 June 2025 and continued to serve on the Board as the Immediate Past Chairperson. The appointment was deliberated and approved at DSA's 28th AGM held on 14 June 2025. His continued service forms part of DSA's leadership succession plan to transmit institutional knowledge, experience, and integrity.

Ms Li Shuyun who was first appointed to the Board on 18 December 2010, stepped down from the Board on 14 June 2025. The extension of her appointment as a Board member, beyond the maximum term limit of 10 consecutive years, formed part of DSA's leadership succession plan to transmit institutional knowledge, experience, and integrity. Aligned to DSA's Board renewal plans, Ms Li Shuyun did not seek re-appointment during the election held during the last AGM and ended her Board service on 14 June 2025.

BOARD EVALUATION

The Board conducts an annual board evaluation to maintain high standards of accountability and ensures that it has suitable qualifications and experience, understands its duties clearly, and performs well.

In 2025, the Board adopted the Centre for Non-Profit Leadership (CNPL) BoardPulse2.0 self-assessment tool administered by the

National Volunteer and Philanthropy Centre (NVPC). Board members completed the self-assessment survey in October 2025. The Board reviewed its performance in its board functions of advocacy, oversight and strategic direction and board qualities related to bandwidth, culture, expertise, independence and social capital. The Board discussed key identified themes and would develop an action plan to strengthen its performance.

BOARD COMPOSITION AND DIVERSITY

The Board reviews the board composition regularly and ensures that the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience to meet the Association's needs and effectively lead the Association toward its strategic goals and fulfil its purpose.

As at 31 December 2025, DSA had 10 Board members who were elected at DSA's 28th AGM held on 14 June 2025. The Board members would serve for a term of two (2) years till the next election in 2027.

BOARD MEETINGS

The Board of Management held seven (7) Board meetings in 2025. The quorum of at least half of its members was achieved for all Board meetings in 2025. Attendance of Board members at Board meetings held in 2025 was as follows:

Board member	Attendance
Mr Jonathan Seow	7/7
Mr Chan Wing Git	5/7
Mr Khairul Alam	7/7
Mr Simon Soh	4/7
Mr Adrian Foo	3/7
Mr Ang Peng Kwee (since 14 June 2025)	4/4
Mr Nicholas Cheam	6/7
Ms Helena Oh	7/7
Mr Moses Teh	5/7
Mr Alex Yan	6/7
Ms Li Shuyun (till 14 June 2025)	3/3

The Board also conducted other meetings with the Association's members, sub-committee members and staff as follows:

Meeting	Number of meetings
Annual General Meeting	1
Extraordinary General Meeting	1
DSA Members Town Hall Meeting	1
Sub-Committees Engagement	1
Board and Staff Engagement	1

SUB-COMMITTEES

The Board appoints sub-committees for special purposes as and when it considers necessary for the proper management and administration or in furtherance of the objectives of the Association. The sub-committees may co-opt any person(s) to serve on them. These co-opted persons who may be non-members of the Association shall not have any rights and privileges of a member.

Following the election of Board members held in June 2025, the board reviewed and refreshed the leadership and composition of the sub-committees. The Board approved the appointment of five (5) new sub-committee members comprising:

- Ms Cherrie Ong
- Mr Marco Low
- Ms Adeline Chong
- Mr Francis Chan
- Ms Low Yung Ling

The Board also expressed its appreciation to four (4) former sub-committee members who retired from their service to DSA's sub-committees as follows:

- Mr Gerard Lim Ju Boon, former Finance Committee member
- Dr Leong Chou Ching, former Information and Technology Committee chairperson
- Ms Loo Jingmin, former Events, Fundraising, and Donor Management Committee member
- Mr Michael Sean, former Human Resource Committee member

As at 31 December 2025, the Association had nine (9) sub-committees supported by 10 Board members and 15 sub-committee members as follows:

Committee	Chairperson	Members
1. Audit Committee	• Mr Ang Peng Kwee	• Ms Cherrie Ong • Mr Lim Tai Toon
2. Events, Fundraising and Donor Management Committee	• Mr Simon Soh	• Mr Jonathan Seow • Mr Marco Low
3. Executive Committee	• Mr Jonathan Seow	• Mr Chan Wing Git • Mr Khairul Alam • Mr Simon Soh
4. Finance Committee	• Mr Simon Soh	• Mr Adrian Foo • Ms Kwok Li Ching
5. Human Resource Committee	• Ms Helena Oh	• Mr Chan Wing Git • Ms Adeline Chong • Ms Elyse Lim • Mr Francis Chan
6. Information and Technology Committee	• Mr Nicholas Cheam	• Mr Khairul Alam • Mr Chua Chee Kng • Mr Kelvin Ho
7. Research and Ethics Committee	• Mr Alex Yan	• Ms Li Shuyun • Dr Ng Boon Yuen • Ms Low Yung Ling
8. Services Committee	• Mr Nicholas Cheam	• Mr Jonathan Seow • Mr Simon Soh • Mr Moses Teh • Ms Belle Chia • Ms Chandrika Mano • Ms Kristin Van Burm • Mr Nicholas Netto
9. Nomination Committee	• Mr Chan Wing Git	• Mr Jonathan Seow • Mr Khairul Alam • Mr Simon Soh

The sub-committees are responsible to the Board and provide relevant advice and expertise to support DSA in achieving its strategic objectives and goals. There are documented terms of references for the sub-committees which are reviewed and updated at the beginning of each term. In 2025, each sub-committee refreshed their terms of reference and supported with oversight of key areas and strategic effort aligned to DSA's purpose and strategic goals.

AUDIT COMMITTEE

The Audit Committee (AC) takes delegated responsibility on behalf of the Board to:

- Oversee the financial reporting, disclosure process and monitor the choice of accounting policies and principles.
- Ensure a framework of effective audit coverage and the appropriate level of internal and external audits.
- Ensure a framework for accountability by reviewing all systems and methods of control and reporting in areas including, but not limited to, financial and otherwise including risk analysis and risk management.
- Monitor DSA's compliance with all aspects of the law, relevant regulations, and good practices.

In 2025, the AC met on four (4) occasions and supported in the following strategic efforts and initiatives.

- **Audited Financial Statements for the Year ended 31 December 2024**

The AC provided oversight of the scope and process of the external audit for the year ended 31 December 2024 and subsequently reviewed and accepted the unmodified audit report issued by DSA's appointed auditor. The audited financial statements were included in DSA's Annual Report 2024 and presented at DSA's 28th AGM held on 14 June 2025.

- **Code of Governance for Charities and IPCs**

The AC reviewed the Association's compliance to the Code of Governance for Charities and IPCs and provided recommendations for improvement to enhance its governance and management practices. Quarterly self-assessments and reports prepared by the management team were presented to the Board for monitoring and review. DSA achieved full compliance with the Governance Evaluation Checklist (GEC) in 2025.

- **DSA's Environmental, Social, and Governance (ESG) Framework**

The AC provided oversight of the implementation of DSA's ESG Framework. The framework guides integration of ESG considerations into the Association's operations, management and governance and actively embed ESG principles across its activities to promote accountability and long-term sustainability.

- **Enterprise Risk Management (ERM) Framework and Risk Management Plan**

The AC provided oversight of the Association's risk management plans based on its enhanced ERM Framework. The framework integrated risk drivers, controls, mitigation factors, risk parameters

and corresponding risk management plan to provide a more holistic view of risk exposure and improve clarity, consistency and visibility in monitoring and managing the key risks which the Association was exposed to. Quarterly reports on key risks and recommendations on corresponding management plans were presented to the Board for review and discussion. The AC's proactive oversight enhanced the Association's capability to balancing management practicality with governance rigour, enhancing its overall management and governance standards.

The AC would continue to support and reinforce the Association's commitment to high governance standards and establish stakeholder trust by providing independent oversight and strategic guidance and advice to the Board on governance enhancements, regulatory compliance and adoption of sector best practices, with a focus on transparency, financial integrity and risk management.

EXECUTIVE COMMITTEE

The Executive Committee (EXCO) oversees the operations of the Board and is given full authority by the Board in areas expressly delegated by the Board, and implements Board-approved decisions, or where there is no established policy or precedent. The committee's responsibilities include:

- i. Acting on behalf of the Board for on-demand activities and makes decisions in between meetings to resolve any urgent issues.
- ii. Providing organisational direction for the Executive Director and acts as a liaison between the Board and the Executive Director.
- iii. Providing organisational oversight of implementation of policies and governance.
- iv. Oversee strategic planning and decision making.

The EXCO held six (6) committee meetings in 2025. The EXCO's key efforts and initiatives in the year included:

- **DSA's Strategic Plans (2024-2028)**

The EXCO provided oversight of the Association's strategic plans. In 2025, the EXCO built on the foundation established in 2024 and provided guidance and led the Association the next phase of its five-year strategic plan to enhance its performance.

- **Organisational Health and Performance**

The EXCO reviewed quarterly reports and self-assessments performed by the management team based on the Governance Evaluation Checklist (GEC) and the Organisational Health Framework for Social Services (OHFSS) by the management team to ensure high standards of governance, management and operations. In 2025, the Association achieved full compliance with GEC and improved its OHFSS self-assessment rating from 78% in December 2024 to 84% in December 2025.

- **Institution of a Public Character (IPC) Status**

The Association's IPC status was extended for a period of three (3) years from 1 August 2025 to 31 July 2028.

- **Board Evaluation**

The EXCO reviewed DSA's Annual Board Evaluation Cycle and monitored the progress of its improvement action plan developed following the 2024 Board Evaluation. The EXCO also led the Board in the review of its 2025 Board Evaluation report and identified focus areas to prioritise for improvement to strengthen the Association's Board performance.

- **Performance Review of the Executive Director**

Supported by the Human Resources Committee Chairperson, the EXCO met on two (2) occasions to review the performance of the Executive Director. The performance evaluation of the Executive Director would be presented to the full Board for review and discussion.

The EXCO would continue to oversee the operations of the Board and management in accordance with DSA's governing instruments, regulatory requirements and policies. The EXCO would also continue to strive towards organisational excellence, guided by the OHFSS and other best practices including the new harmonised framework integrating the Code of Governance, Charity Transparency Framework, the Charity Governance Awards Assessment Guide, and other key legislation and regulatory guidelines to be announced by the Charity Council.

EVENTS, FUNDRAISING AND DONOR MANAGEMENT COMMITTEE

The Events, Fundraising and Donor Management Committee (EFC) takes delegated responsibility on behalf from the Board to:

- i. Oversee DSA's corporate communications, stakeholders' management and fundraising efforts to build confidence and maintain strong relations with the public and its key stakeholders, including but not limited to government and regulatory agencies, key community stakeholders, donors, volunteers, and members.
- ii. Consult and recommend policies and processes needed for effective corporate communications, stakeholder management and fundraising.
- iii. Provide oversight for DSA's fund development and fundraising activities to ensure that they are within good ethical and moral practices.

The EFC met on seven (7) occasions during the financial year. In the reporting period, the committee worked on key initiatives and achieved the following:

- **Fundraising Events**

The EFC supported and led the Communications and Engagement Team to increase DSA's fundraising efforts and organised three (3) key fundraising events including (i) World Down Syndrome Day 2025, (ii) Charity Movie, and (iii) Mystique 2025. A total amount of \$881,278 was raised through the three (3) events and other fundraising activities with a fundraising efficiency ratio of 17%.

- **Strengthened Donor Management**

The EFC reviewed DSA's donor management practices. Through the enhanced engagement with donors, DSA received the support of 1,788 individual and corporate donors who collectively donated a total of \$1,459,103 in cash and \$19,469 worth of donations-in-kind.

- **Strengthened Volunteer Management**

The EFC supported the team in improving DSA's volunteer management efforts and engaged a total of 558 individual volunteers and 38 corporate and schools partners who contributed a total of 2,874 hours to support DSA's operations and programmes. Two (2) volunteer appreciation events were held and 80% of the volunteers surveyed expressed satisfaction with their volunteering with DSA.

- **Publicity**

The EFC achieved widespread media coverage with an estimated PR value of \$672,395 and total circulation reach of 22,355,400. Coverage and media support included prominent outlets such as CNA, Mediacorp Channel 5, Mediacorp Channel 8, HoneyKids Asia, Shin Min Daily News, 8world, Expat Living, Alvinology, Wellness Insider, and radio station Kiss92fm.

The EFC will continue to lead DSA in establishing and strengthening its relationships with key stakeholders to bring in greater resources to support its efforts in serving individuals with Down syndrome, their families and the community. The committee will review its communications and engagement policies, strengthen its fundraising efforts and enhance its publicity and public relations to achieve the strategic objectives of DSA. The EFC will also lead the Association in preparing for its 30th Anniversary celebrations in 2026.

FINANCE COMMITTEE

The Finance Committee (FC) takes delegated responsibility on behalf of the Board to provide advisory and oversight of all financial matters of DSA and assure its fiscal stability and long-term economic capability to align with and support its strategic plans and mission. Its roles include budgetary control and review, financial reporting, setting accounting and financial policies, overview of financial management and internal controls, and investments.

The FC met on four (4) occasions during the financial year. In the reporting period, the committee worked on key initiatives and achieved the following:

- **Financial Overview and Budget**

The FC reviewed monthly management financial reports, monitored budget-to-actual performance and revenue targets. Under the FC's oversight, DSA delivered an improved surplus of \$146,259 in FY2025 versus \$138,259 in FY2024. The FC also reviewed and endorsed the FY2026 annual budget for Board approval.

- **Programme Fees Review**

Following the mid-year budget review, the FC recommended measures to strengthen the Association's financial position and prudent alternatives to diversify revenue amid declining donation income. The recommendations included a revision of programme fees which had remained unchanged for the past ten years. The recommended programme fees adjustment would enhance the competitiveness of the programme fees and financial resilience of DSA to continue to provide quality services. The FC also recommended a revision of DSA's Financial Assistance to ensure affordability and access to the Association's services.

- **Investments**

In 2025, the FC reviewed the Association's investment strategy and reallocated funds from Treasury bills into a money market fund and an enhanced liquidity fund to secure higher yields amid declining interest rates. These low-risk, capital-preserving instruments were selected to optimise returns while maintaining liquidity and prudent risk management. Overall portfolio returns averaged approximately 1.20%–1.39%.

The FC would continue to advise and make recommendations to the Board to ensure DSA's financial policies and procedures remain robust, compliant with regulatory requirements, and aligned with sector best practices. The FC would actively monitor macroeconomic and market developments, assess portfolio performance and risk exposures, and evaluate alternative investment options that are appropriate to DSA's risk appetite and liquidity needs. Where suitable, the FC would propose portfolio adjustments to enhance returns, improve diversification, and broaden income sources, with the dual objectives of preserving capital and supporting sustainable growth. These measures aim to protect DSA's financial position and ensure long-term viability so the organisation can reliably meet the current and future needs of the community.

HUMAN RESOURCE COMMITTEE

The Human Resource Committee (HRC) takes delegated responsibility on behalf of the Board to provide oversight and advice to the Board and Executive Director on all Human Resource (HR) matters and support the Executive Director in managing HR matters including:

- i. HR strategy, priorities, and culture.
- ii. Human capital and human resource management.
- iii. Governance and compliance.
- iv. Any additional matters delegated to the HRC by the Board.

The HRC met on three (3) occasions during the financial year and worked on key initiatives and achieved the following:

- **HR Governance and Capability**

The HRC welcomed two new members, Ms Adeline Chong and Mr Francis Chan, whose expertise in HR business partnering, employment law and organisational development enhanced the HRC's capacity and capability in its HR advisory role. The HRC also reviewed employee human capital development and supported the sponsorship of two staff for continuing professional education to enhance their competencies in areas aligned with the strategic growth of DSA.

- **HR Policies**

The HRC provided oversight of the implementation of the revised HR policies which took effect from 1 January 2025. In 2025, the improved policies and practices contributed to improved HR metrics such as time-to-hire which fell from 52 days in 2024 to 21 days in 2025, and annual staff turnover decreased from 40% to 22%.

- **HR Standards and Compliance**

Policy refinement and compliance assurance remained priorities. The HRC provided oversight of the Association’s HR management and practices and maintained full compliance with the Employment Act, CPF Act, Workplace Safety and Health Act and Work Injury Compensation Act. The Association also adopted seven (7) Tripartite Standards and achieved overall “green” compliance status in a legal Health Check for charities organised jointly by Pro Bono SG and the Singapore Corporate Counsel Association.

- **Employee Engagement**

The HRC provided advice and guidance to the management team on staff engagement. The staff retreat held in June 2025 aimed to align employees to the Association’s refreshed core values. The Association decided to adopt the Employee Engagement for Social Services (EESS) administered by EngageRocket and supported by the National Council of Social Services (NCSS). The survey was administered in January 2026 and achieved a 100% response rate, reflecting a strong level of trust in the process and a clear willingness among employees to share their perspectives. Overall engagement was at 59%. Employees expressed high levels of pride in their work and a deep commitment to the social service sector, alongside a strong sense that the work they do is meaningful and impactful.

- **Inclusive Employment**

Aligned to its purpose, the Association started offering micro-jobs and part-time employment opportunities for learners under its Work Readiness Assisted Programme.

The HRC would continue to support the Association’s efforts to enhance its human capital capacity and capability through initiatives such as employee engagement improvement plan, strategic manpower planning and job redesign.

INFORMATION TECHNOLOGY COMMITTEE

The Information Technology Committee (ITC) is entrusted by the Board to oversee and evaluate the Association’s information technology (IT) infrastructure and capabilities, ensuring they effectively meet its digital needs. Its specific responsibilities include:

- i. Advising the Board on information technology matters.
- ii. Overseeing the procurement of IT systems and equipment.
- iii. Conducting audit checks on computers and software to ensure compliance with laws and regulations.
- iv. Establishing appropriate policies on IT systems and use of software.

The ITC met on one (1) occasion in 2025 and discussed the following:

- **IT and Cybersecurity Risk**

The ITC discussed IT and cybersecurity risks which the Association could be exposed to.

- **DSA Digitalisation Plan**

The ITC reviewed IT and cybersecurity needs aligned with the Association’s strategic plans and highlighted digitalisation

as a key improvement area. The ITC made recommendations for a structured digitalisation plan to support DSA’s strategic development.

The ITC would continue to provide oversight of the Association’s IT and cybersecurity needs and support in the development of a structured digitalisation plan to enhance its overall digital capability in achieving its strategic goals and purpose in the long term.

NOMINATION COMMITTEE

The Nomination Committee (NC) takes delegated responsibility from the Board for the general affairs and succession planning of the Board and its responsibilities include:

- i. Reviews the composition of the Board annually to ensure that the Board has an appropriate balance of independent Board members and to ensure an appropriate balance of expertise, skills, attributes and ability among the Board members.
- ii. Identifies potential board member candidates and reviews their suitability and interest for Board service.
- iii. Nominates suitable individuals for election as Board members.
- iv. Reviews candidates and makes recommendations to the Board to fill any casual vacancy arising in the Board.
- v. Takes the lead in succession planning.
- vi. Designs and oversees a process of board orientation.

The NC met on six (6) occasions in 2025. The key efforts and achievements of the committee included:

- **Board Composition and Diversity**

The NC reviewed the Board’s composition, diversity, and expertise, and made recommendations to fill capability gaps to ensure that the Board had the necessary skills and expertise to perform its functions well.

- **Board Succession Planning**

The NC reviewed the Board succession plans and identified suitable candidates to strengthen DSA’s leadership succession plans.

- **Nominations for Election of Board of Management**

The NC reviewed the nominations and assessed the suitability of nominees for election as Board members through screening and background checks.

In the year ahead, the NC would continue to review the composition and diversity of the Board to ensure that it has the appropriate balance of independence and capabilities.

RESEARCH AND ETHICS COMMITTEE

The Research and Ethics Committee (RC) functions as an advisory committee to the Board on research matters.

The RC met on two (2) occasions during the financial year and discussed the following:

- **DSA Research Plan**

The RC reviewed the Association’s research efforts and needs aligned to its strategic plans and made recommendations for DSA’s Research Work Plan 2026.

- **Applied Research Projects**

The RC reviewed three (3) applied research projects conducted by students from the Singapore University of Social Sciences (SUSS) as follows:

- i. ‘Social workers’ perspectives of training support to work with adults with intellectual disabilities’
- ii. ‘Exploring barriers and facilitators to social support for aged caregivers of individuals with Down syndrome in Singapore’
- iii. ‘Key factors in empowering individuals with intellectual in their sexuality developments’

- **Presentations at the 5th IASSIDD Asia-Pacific Congress 2025**

The RC provided guidance and advice on the Association’s research projects and presentations as follows:

- i. ‘Enhancing Functional Life Skills in Adults with Down Syndrome’ conducted by Adult Development Services. The poster presentation received the runner-up award for Exemplary Research Methodology.
- ii. ‘Quality of Life in Ageing Persons with Down Syndrome’ conducted by Adult Development Services
- iii. ‘Measuring the Social Impact of Early Start Programme’ conducted by Child Development Services

SERVICES COMMITTEE

The Services Committee (SC) takes delegated responsibility on behalf of the Board to provide oversight of DSA’s programmes and services, and ensure that they are aligned to its purpose and achieve the desired outcomes and impact.

The SC met on five (5) occasions during the financial year. In 2025, the committee worked on key initiatives and achieved the following:

- **Programme and Services**

The SC reviewed the alignment of the Association’s programmes and services in meeting the needs of the community to ensure that it continues to be relevant and brings value to its service users. The SC identified key needs and service gaps and made recommendations for new proposed programmes and services including introduction of ageing support programmes and supplementary allied health therapies to enhance the Association’s transdisciplinary services. In 2025, the SC provided oversight of the implementation of Joyful Living, a new programme addressing ageing-related concerns to enhance the capability of ageing individuals with Down syndrome in maintaining their independence and quality of life.

- **Programme Evaluation and Impact Reporting**

The SC reviewed the performance of DSA’s programme and progress of strategic initiatives in achieving their desired outcomes and impact, and presented quarterly reports to the Board.

- **Service Standards**

The SC adopted the Service Standards Framework developed by NCSS to review the Association’s service standards and made recommendations to enhance its service standards. In 2025, the Association achieved 88.8% compliance with the service standards requirements.

- **Programme Fees Review**

The SC reviewed the Association’s programmes fees and made recommendations to the Board for approval.

- **Tender Exercise**

The SC provided oversight of the tender exercise to appoint trainers and service providers for the Association’s enrichment programmes from January 2026 to December 2027.

- **Services Workplan 2026**

The SC reviewed and presented the Services Work Plan for 2026 to the Board for approval.

The SC would continue to focus on enhancing programme performance and service quality to best support the Association’s service users. The committee would support the staff team in refreshing the Association’s programmes to meet the changing needs of the community and introduce new ones to meet unmet needs and further support individuals with Down syndrome to reach their full potential and achieve their aspirations. The SC would also review the effectiveness of the programmes to achieve the desired impact.

POLICIES

CONFLICT OF INTEREST

DSA has a Conflict of Interest (COI) policy and operating procedures in place to avoid or manage situations of any actual or perceived COI. All Board members and staff, including vendors providing goods and services, are required to adhere to the Association’s COI policy.

DSA has established procedures for all Board members and staff to declare any real, potential or perceived COI that they may have on a regular and need-to basis. All Board members should exercise independent judgement and act in the best interest of the charity. A Board member with a COI in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.

In FY 2025, there was no reported or identified COI that required disclosure or other further actions.

CODE OF CONDUCT

The Code of Conduct of DSA embodies the shared values, ethics, passion and commitment DSA desires to promote to the highest possible standards of professional conduct among all its stakeholders including Board and sub-committee members, staff, volunteers and partners.

It is the Code's starting point that all stakeholders are committed to DSA's cause and want to help the Association deliver its purposes most effectively for the benefit of its beneficiaries and the community with good governance and continuous improvement.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE

The Association has an Environmental, Social, and Governance (ESG) Framework which guides to all Board members and staff in considering ESG factors when conducting the Association's activities to best serve the current and future needs of the Down syndrome community. We are mindful of our impact on the environment, our responsibilities towards building positive relationships with stakeholders and importance of how we govern ourselves with the following commitments:

- **Environmental:** Conduct our work in an environmentally friendly and sustainable manner.
- **Social:** Align our actions to be socially conscious and responsible.
- **Governance:** Achieve the highest standards of governance.

FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

Internal Control Systems

DSA has standard operating procedures for procurement and an appropriate delegation system of financial approving authority limits for expenditure.

The Board ensures strong internal controls to manage and monitor the Association's funds and resources to protect stakeholders' interests and our assets. We follow guidelines set in the Internal Controls Policy, which encompasses financial management, revenue and receipting, procurement, payments, delegation of authority, and approval limits.

Budget Planning

Budgeting is conducted as a pre-financial year exercise, the FC reviews the proposed annual budget, providing guidance and advice before presenting it to the Board of Management for approval.

The Board of Management approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditure.

To maintain financial accountability, the Committee receives monthly financial reports and updates on incurred expenditure and income against the budget, ensuring spending remains within limits and revenue projections are realistic. Financial reports, including quarterly financial reports, are presented to the Board for review.

The FC also conducts half-yearly financial performance reviews and make recommendations to the Board to ensure financial prudence and achieve positive financial performance.

Tender Process

Tender process guidelines are established to help DSA procure the best goods and services at the right time and optimal value. The selection process is conducted fairly and transparently, adhering to ethical business practices.

Reserves and Restricted Funds

The Association has a reserve policy for long-term stability of its operations, and it ensures that there are sufficient resources to support the Association in the event of unforeseen circumstances.

The Association aims to have two (2) years of operational expenditure kept as reserves. The reserve level is regularly reviewed by the Board to ensure that the reserves are adequate to fulfil the Association's continuing obligations.

Designated and Restricted Funds are donations or grants received that are set aside for specific projects and expenses, in accordance with donors' wishes or stipulated by the government ministries and grant-makers. DSA has disclosed its restricted funds, purpose, and plan for utilisation of Restricted Funds in the Audited Financial Statements. Please refer to Audited Financial Statements, for more information.

Flexi Work Arrangements (FWAs)

DSA has implemented Flexible Work Arrangements in line with the Tripartite Guidelines on Flexible Work Arrangement Requests (TG-FWAR). These arrangements are designed to promote greater flexibility, support employee well being, and boost productivity, while ensuring continuity of high quality care and services for our beneficiaries and families. As a supportive employer, DSA continues to refine these measures to meet staff needs and organisational goals.

Grant Compliance and Management

The aim of DSA's Grant Compliance and Management is to ensure that grant funds are used for the purpose(s), over the specified timeframe (if any), and in the manner prescribed and promulgated by the Grantmaker.

Loans to Related and External Parties

It is the Association's policy that it does not offer loans to any related and external parties.

Investment Policy

DSA has established investment guidelines aimed at preserving the total capital value of its financial assets while ensuring a stable, sustainable financial return within an acceptable level of risk.

The FC assists the Board in overseeing financial investment planning and strategy. The FC regularly reviews the investment portfolio and provides necessary recommendations to the Board as needed and for endorsement.

Currently, DSA's funds are invested in treasury bills, a money market fund and an enhanced liquidity fund. DSA also maintains fixed deposits with banks and financial institutions. These investments prioritise capital preservation through a low-risk approach, striving to achieve the highest possible and sustainable financial returns within the risk parameters set by DSA's investment guidelines.

Fundraising Activities (Physical)	Date	Income (SGD)	Expenses (SGD)	Fundraising Efficiency Ratio (%)
World Down Syndrome Day	15 March 2025	158,182	29,445	19%
Charity Movie	5–7 June 2025	98,880	11,207	11%
Mystique Charity Gala Dinner	6 September 2025	294,560	86,196	29%
Keppel Charity Golf*	30–31 August 2025 5–7 September 2025	88,471	21,911	25%
Other fundraising activities		241,185	814	0.3%
Total		881,278	149,573	17%

*In 2025, Keppel Club organised the Keppel Club Charity Golf as a third-party fundraiser and adopted DSA as one of the beneficiaries of the event. DSA did not engage any other third-party fundraiser in 2025.

FUNDRAISING

DSA has established guidelines for our various fundraising practices including:

- Processing of donations
- Donation box deployment and accountability
- Donor data management
- Merchandise inventory and consignment guidelines
- Fundraising events

The association held three (3) signature fundraising events (World Down Syndrome Day, Charity Movie, and Mystique Charity Gala Dinner) and other related fundraising activities in 2025. The conduct of these events and activities adhered to established protocols and fundraising requirements including maintaining the fundraising efficiency ratio below 30% under the Charities (Fund-raising Appeals for local and Foreign Charitable Purposes) Regulations 2012 and Charities (Institutions of A Public Character) Regulations.

PROGRAMME MANAGEMENT AND SERVICE STANDARDS

DSA has developed a Programme Management Framework. The framework is guided by DSA's service delivery principles and integrates design thinking, theory of change and agile methodologies to guide service planning and programme management to plan, develop, and deliver effective and quality services and programmes to meet the current and future needs of the Down syndrome community. The framework also facilitates impact evaluation by promoting the application of research, evidence-based practices and continuous improvement in monitoring and review of the programmes. DSA adopts the NCSS Service Standards Requirements in its service delivery.

ANTI-MONEY LAUNDERING AND COUNTER TERRORISM FINANCING

DSA has Anti-Money Laundering and Counter Terrorism Financing (AML/CTF) policies in place. We are committed to conduct our activities and

operations lawfully and ethically to the highest standards possible. The specific guidelines include:

- Ensuring that the practices of DSA are in line and in compliance with the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act and the Terrorism (Suppression of Financing) Act.
- Protecting the integrity of DSA and its stakeholders from potential abuse or exploitation related to money laundering and terrorism financing activities.
- Providing examples of good practices that DSA can adopt to mitigate its risk exposure to money laundering and terrorism financing activities.
- Providing guidance on what DSA should do if any of its Board members, sub-committee members, key executives, employees, and volunteers discover any suspicious transactions relating to money laundering and terrorism financial activities.

HUMAN RESOURCE

DSA has established HR Policies. DSA actively monitor its manpower needs and regularly reviews the HR policies and employment practices are able to support the Association's human capital needs. DSA's Performance Management Framework guides the Association in identifying the needs and developing plans to facilitate the development of our employees and enhance our overall human capital capacity and capability.

WORKPLACE ANTI-HARASSMENT

DSA is committed to creating and maintaining a workplace environment which fosters mutual respect, integrity, and professional conduct. In keeping with this commitment, the Association established this Policy and a set of reporting/ investigation procedures for all employees relating to the issue of workplace harassment. The Association does not condone harassment in the workplace and will make every reasonable effort to prevent and eliminate conduct which falls within the scope of this Policy.

VOLUNTEER MANAGEMENT

DSA has established a Volunteer Management Policy with the following documented objectives:

- Identify and recruit suitable volunteers to support DSA's services, activities, and projects.
- Ensure adequate volunteer resources to meet the objectives of DSA's various services, activities, and projects.
- Develop, review, and administer forms and records to document volunteer activities.
- Ensure the screening process for potential volunteers adheres to DSA volunteer recruitment policy.
- Provide orientation and training of volunteers to increase their understanding of DSA, the services, and roles, and for them to be successful in their positions.

ENTERPRISE RISK MANAGEMENT

The Association has developed an Enterprise Risk Management (ERM) framework to provide guidance in identifying and managing key risks which the Association is exposed to.

The Board regularly identifies and reviews the key risks that the Association is exposed to. The Board also regularly reviews its review key policies and procedures to ensure that they continue to support the Association's objectives and are effective in managing the key risks of the charity.

DSA also monitors and evaluates the impact of our activities and reviews external risk factors and their likelihood of occurrence and responds to key risks to ensure service continuity and sustainability of the Association.

INFORMATION TECHNOLOGY

DSA has IT policies to guide the conduct and use of DSA's IT resources and cybersecurity measures.

PERSONAL DATA PROTECTION

DSA's Personal Data Protection Policy sets out the basis upon which DSA may collect, use, disclose or otherwise process personal data of employees in accordance with the Personal Data Protection Act (PDPA). The Policy applies to personal data in DSA's possession or under our control, including personal data in the possession of organisations which we have engaged to collect, use, disclose or process personal data for our purposes under the main provisions of Data Protection and Do Not Call Registry (DNC Registry). The policies also include guidelines on management of data breaches.

DISCLOSURE OF REMUNERATION

Board members do not receive any remunerations for their services.

None of the Association's staff were involved in setting his/her own remuneration directly or indirectly. Only one (1) staff received a total annual remuneration exceeding \$100,000. The total annual remuneration for the Association's one (1) staff, in incremental bands of \$100,000 is as below:

Remuneration band	Number of staff
Between \$0 to \$100,000	0
Between \$100,000 to \$200,000	1

None of the Association's staff is a close member of the family of the Executive Head or Board members and received more than \$50,000 in annual remuneration in 2025.

WHISTLEBLOWING POLICY

DSA has a whistleblowing policy in place that offers a channel for reporting any actual or potential wrongdoing or misconduct within the organisation, including by Board members, volunteers, and staff, for procedural investigation and corrective action. Assurance is given that the whistleblower will be protected from reprisals for whistleblowing made in good faith.

PUBLIC IMAGE AND COMMUNICATIONS

DSA values its stakeholders and conducts regular engagement activities to build and maintain strong and supportive relationships with the community, including the public and key stakeholders. DSA has established communication policies and guidelines to guide communications and engagement with our key stakeholders and the public through different media and communication channels. The Association publishes information relating to its programmes, services, events, and activities through various platforms that include its website, social media, newsletters, marketing brochures and other collaterals. When advocating for beneficiaries and service users, DSA has developed a Preferred Language Guide to ensure that the messaging is accurate, balanced and sensitive towards the views of the communities in Singapore.

Governance Evaluation Checklist

DSA achieved full compliance in the annual Governance Evaluation Checklist (GEC) for 2025. The GEC would submitted to the Commissioner of Charities as part of DSA's annual submissions.

S/N	Call for Action	Code ID	Did the charity put this principle into action?
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes

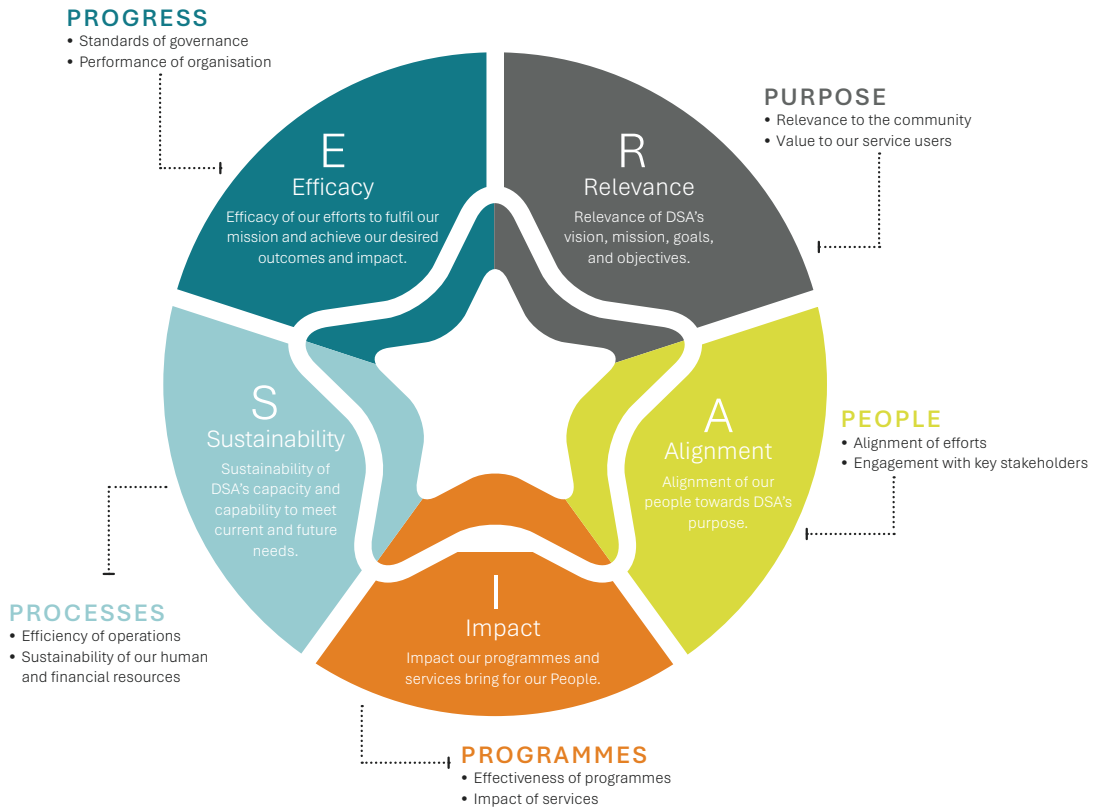
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes
15	<p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	3.1	Yes
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes
17	<p>Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.</p>	3.3	Yes
18	<p>Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.</p>	3.3	Yes
19	<p>Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.</p>	3.4	Yes
20	<p>Take into consideration the ESG factors when conducting the charity's activities.</p>	3.5	Yes
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes
23	<p>Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).</p>	4.2	Yes
24	<p>Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.</p>	4.3	Yes

25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

04. DSA Strategic Plans

In 2024, DSA launch our refreshed Strategic Plan (2024-2028) to establish DSA as the trusted and preferred Centre of Excellence acting as the national representative body for the Down syndrome community in Singapore. To achieve our purpose, DSA focused on three (3) key goals and five (5) strategic thrusts to steer our efforts towards achieving the desired outcomes and positive impact for our service users and the community.

Our R.A.I.S.E. Strategic Thrusts



OUR STRATEGIC GOALS

- i. Develop quality programmes to meet current and future needs of individuals with Down syndrome, their families and the community.
- ii. Build long-term positive and supportive relationships to align our people and key stakeholders towards DSA's purpose.
- iii. Ensure long-term viability and sustainability of DSA to enhance our resilience and capability to fulfil our mission over the long term.

In delivering our services and conducting our programmes and activities, we are guided by our service delivery principles.

HUMAN-CENTRED
Putting our people at the heart of what we do

- Needs**
Meet current and future needs of our people
- Aspirations**
Support our people to achieve their aspirations
- Experiences**
Create value and positive experiences for our people

HOLISTIC
Delivering holistic services to enhance quality of life

- Quality of life**
Promote holistic wellness and enhance overall quality of life
- Across the life span**
Provide appropriate support for changing needs at different stages of life

SYSTEMIC
Promoting the rights and dignity of all

- Individuals**
Enhance capacity and capability of individuals to fulfil their potential
- Family**
Strengthen relationships and resources to create resilient families
- Community**
Engage the community to build an inclusive society



05. Our Progress and Impact

Guided by our refreshed strategic plans and goals, our key progress and achievements in 2025 are as below:

RELEVANCE

Being of **Relevance** to the Down syndrome community and bringing **Value** to our service users

Output	Outcome
<ul style="list-style-type: none"> Reached out to over 13,200 members of the public Served 724 members 3 services department offering 4,178 hours of specialist intervention and training to 71 registered learners in 2025. 11 enrichment programmes offering more than 650 hours of learning and engagement with an average monthly enrolment of 131 individuals 238 hours of casework and counselling support to 159 families 	<ul style="list-style-type: none"> 261 Individuals with Down syndrome are given the necessary support and opportunities to develop to their fullest potential and pursue their aspirations. 204 Caregivers and family members are supported in their caregiving journey to provide the necessary support to their loved ones while ensuring their personal well-being.

DSA Membership as at 31 December 2025	Associate Membership	Ordinary Membership	Life Membership	Family Membership	Total
Individuals with Down syndrome	56	15	236	20	327
Individuals with other special needs	2	8	24	1	35
Family members and others	5	18	271	68	362
Total	63	41	531	89	724

ALIGNMENT

Strengthening **Engagement** with our key stakeholders and **Alignment** of efforts towards DSA's purpose

Output	Outcome
<ul style="list-style-type: none"> 10 Board members, including 1 Immediate Past Chairperson 7 Board meetings 5 engagement activities with sub-committee members, members and staff 	<ul style="list-style-type: none"> Newly elected Board for the term 2025 – 2027 comprising 30% parents of children with Down syndrome and a new board member Achieved average score of 80% in core board functions of advocacy, oversight and strategic direction in BoardPulse2.0 Board Evaluation Survey
<ul style="list-style-type: none"> 28 employees 12 monthly staff meeting 4 employee engagement activities and 1 staff retreat 	<ul style="list-style-type: none"> High commitment to the sector and DSA's purpose and mission with ratings of 92% and 86% respectively as reported in the Employee Engagement Survey for Social Services commissioned by NCSS
<ul style="list-style-type: none"> 558 individual volunteers 38 corporate and school partners 2,874 volunteering hours 	<ul style="list-style-type: none"> Volunteer satisfaction rating of 80%. Volunteer retention rate of 70%
<ul style="list-style-type: none"> 1,697 individual donors and 81 corporate donors 	<ul style="list-style-type: none"> \$1,459,103 of cash donations \$19,469 worth of donations-in-kind

IMPACT

Ensuring **Effectiveness** of our programmes and achieving the desired **Impact** of our services

Output	Outcome
<ul style="list-style-type: none"> Early Start Programme (ESP) <ul style="list-style-type: none"> - 164 sessions of specialist transdisciplinary early intervention - 10 infants and toddlers aged 0 to 4 years old 	<ul style="list-style-type: none"> Children enrolled in ESP achieved an average 63% improvement in their developmental milestones across different domains
<ul style="list-style-type: none"> Integration Facilitation Support Programme (IFSP) <ul style="list-style-type: none"> - 268 sessions of customised individual educational support - 8 school-going children with Down syndrome 	<ul style="list-style-type: none"> 100% of children in IFSP were promoted to the next educational level
<ul style="list-style-type: none"> Adult Enhancement Programme (AEP) <ul style="list-style-type: none"> - 220 sessions of daily weekday training - 40 learners aged 18 and above 	<ul style="list-style-type: none"> 94% of our Adult Enhancement Programme learners achieved 50% of their learning and developmental goals.
<ul style="list-style-type: none"> Work Readiness Assisted Programme (WRAP) <ul style="list-style-type: none"> - 220 sessions of daily functional living skills training - 24 learners aged 18 and above 	<ul style="list-style-type: none"> 38% of our Work Readiness Assisted Programme learners were engaged in work experiences and employment.
<ul style="list-style-type: none"> Enhanced Independence Programme (EIP) <ul style="list-style-type: none"> - 220 sessions of instrumental independent living skills training - 14 learners aged 18 and above 	<ul style="list-style-type: none"> 65% of our Enhanced Independence Programme learners achieved 50% of their independent living training goals.

SUSTAINABILITY

Enhancing **Efficiency** of our operations and **Sustainability** of our human and financial resources.

Output	Outcome
<ul style="list-style-type: none"> Financial Resilience <ul style="list-style-type: none"> - Monthly financial report - Mid-year review of budget - Review of DSA programme fees 8 and above 	<ul style="list-style-type: none"> Increased surplus by 6% to \$146,259 in 2025. Maintained reserves of at least 2 years of operating expenditure (2025: 2.1%; 2024: 2.24)
<ul style="list-style-type: none"> Human Capital <ul style="list-style-type: none"> - 28 employees - Half-yearly performance review 	<ul style="list-style-type: none"> Staff retention rate of 87% Achieved overall staff engagement level of 59%

EFFICACY

Achieving high **Standards** of governance and organisation **Performance** in fulfilling our mission.

Output	Outcome
<ul style="list-style-type: none"> Compliance improvement plan with quarterly self-assessments 	Governance standards <ul style="list-style-type: none"> Achieved full compliance with Governance Evaluation Checklist for 2025.
<ul style="list-style-type: none"> Organisation Improvement plan based on Organisational Health Framework for Social Services (OHFSS) by NCSS with quarterly self-assessments 	Organisation Performance <ul style="list-style-type: none"> Achieved 72% programme efficiency ratio Achieved overall 17% fundraising efficiency ratio Achieved OHFSS self-assessment score of 84%
<ul style="list-style-type: none"> Service standards self-assessments based on Service Standards Framework by NCSS 	<ul style="list-style-type: none"> Achieved self-assessment rating of 89%

06. Financials at a Glance

DSA recorded a surplus of \$146,259 for the year ended 31 December 2025, an increase of 6% from the surplus of \$138,259 in FY2024. Total income increased 9% to \$2,846,025, driven principally by higher government grants, fundraising and donations. Total expenditure rose 10% to \$2,699,766, due to full year impact of manpower for SAS which was established in the second half of FY2024. Income growth kept pace with expenditure, producing a modest increase in the absolute surplus while the operating margin remained broadly unchanged. Management remained focused on sustaining diversified income streams and prudent cost control as the organisation scales its programme capacity.

SUMMARY FINANCIAL PERFORMANCE

INCOME STATEMENT

Income	FY2025 (SGD)	FY2024 (SGD)	YoY %	By category FY2025	By category FY2024
Voluntary Income					
Donations	424,592	342,038	24%	15%	13%
Donor management	127,350	260,445	-51%	4%	10%
Government grants	884,214	714,054	24%	31%	27%
Membership fees	3,985	3,958	1%	0%	0%
Activities for Generating Funds				0%	0%
Fundraising	881,278	743,423	19%	31%	29%
Merchandise sales	73,215	39,927	83%	3%	2%
Investment Income					
Investment & Interest Income	75,164	140,197	-46%	3%	5%
Income from Charitable Activities					
Programme fees	319,884	291,393	10%	11%	11%
Other income	56,343	67,847	-17%	2%	3%
Total Income	2,846,025	2,603,282	9%	100%	100%

EXPENDITURE

Expenditure	FY2025 (SGD)	FY2024 (SGD)	YoY %	By category FY2025	By category FY2024
Cost of generating voluntary income	50,982	19,141	166%	2%	1%
Cost of generating funds	186,330	137,267	36%	7%	6%
Fundraising expenses	149,573	137,737	9%	6%	6%
Cost of charitable activities	1,822,231	1,656,238	10%	67%	67%
Governance cost	367,061	381,050	-4%	14%	15%
Rental & Utilities	123,589	133,590	-7%	5%	5%
Total Expenditure	2,699,766	2,465,023	10%	100%	100%
Surplus reported for the year	146,259	138,259	6%		

MAJOR FINANCIAL TRANSACTIONS IN FY2025

In 2025, the Association revised its investment strategy in response to declining returns from Treasury Bills and Credit Linked Notes. To enhance income generation, funds previously held in Treasury bills and Credit Linked Notes were reallocated to Lion Global SGD Enhanced Liquidity Fund (\$1,102,000) and Lion Global SGD Money Market Fund(\$1,102,000), respectively. This reallocation aligned with DSA's dedication to optimising investment returns while maintaining appropriate liquidity and prudent risk management.

BALANCE SHEET

Assets	FY2025 (SGD)	FY2024 (SGD)	YoY %	By category FY2025	By category FY2024
Total current assets	6,053,965	5,819,893	4%	99%	98%
Total non-current assets	88,556	106,700	-17%	1%	2%
Total Assets	6,142,521	5,926,593	4%	100%	100%
Total liabilities	367,978	298,309	23%	6%	5%
Unrestricted funds	5,665,943	5,512,743	2%	92%	93%
Restricted funds	108,600	115,541	-6%	2%	2%
Total Liabilities and Funds	6,142,521	5,926,593	4%	100%	100%

For the full set of audited financial statements, please visit DSA's website at www.downsyndrome-singapore.org.

RESERVE

RESERVE POLICY	FY2025 SGD	FY2024 SGD	YoY SGD
Unrestricted fund (A)	5,665,943	5,512,743	153,200
Restricted funds	108,600	115,541	-6,941
Total Funds	5,774,543	5,628,284	146,259
Operating expenditure for the year (B)	2,699,766	2,465,023	234,743
Ratio of unrestricted fund to operating expenditure (A/B)	2.10	2.24	-0.14

07. Environmental, Social and Governance

The Association’s ESG framework, developed in 2024 as part of our strategic priorities to safeguard DSA’s long-term viability, underscores our commitment to sustainable practices, positive social impact and strong governance. The framework guides ethical decision-making by integrating Environmental, Social and Governance considerations into policies, programmes and daily operations.

In 2025 we continued to maintain and embed the framework across all activities of the Association, ensuring ESG factors inform strategic planning and operational decision making and actions. We remain committed to fostering a sustainable and responsible approach in all our activities, with the aim of maximising our positive impact on the environment and society while better meeting the current and future needs of the Down syndrome community.

ESG	Goal	Principles	Key Progress and Achievements in 2025
Environmental	Conduct our work in an environmentally friendly and sustainable manner.	Environmental and sustainable living <ul style="list-style-type: none"> Reduce consumption of single use items Reduce energy consumption 	Reduce consumption of single use items <ul style="list-style-type: none"> Discontinued providing bottled drinking water in the office during meeting with external parties/board meeting Provide drinking water with recycle paper cup material ADS learners are encouraged to use reusable containers and cutleries 95% tax deduction sent via softcopy, similarly annual reports were sent to members digitally during last AGM in Jun 2025. Reduce energy consumption: <ul style="list-style-type: none"> In 2024, reduced aircon extension from 4.5 hour to 3.25 hour weekly (reduce by 27%) In 2025, we maintained aircon extension at 3.25 hour weekly
Social	Align our actions to be socially conscious and responsible towards our staff, service users and partners.	Labour standards <ul style="list-style-type: none"> Fair compensation and benefits Diversity, Equity & Inclusion Workplace Health and Safety 	Fair Compensation and Benefits <ul style="list-style-type: none"> Enhanced HR policies to offer better compensation and benefits ie: increase dental benefit from \$90 to \$120 Aligned salaries to NCSS salary guidelines Enhanced practices to comply with Employment Laws and Tripartite Guidelines on Flexible Work Arrangements (FWA) Tripartite Standards Adoption (7) in 2025: <ol style="list-style-type: none"> Tripartite Standard on Unpaid Leave for Unexpected Care Needs (TS-UCL) Tripartite Standard on the Employment of Term Contract Employees (TS-TCE) Tripartite Standard on Recruitment Practices (TS-RP) Tripartite Standard on Grievance Handling (TS-GH) Tripartite Standard on Age-Friendly Workplace Practices (TS-AFW) Tripartite Standard on Work-Life Harmony (TS-WLH) Tripartite Standard on Contracting with Self-Employed Persons (TS-SEP) Diversity, Equity and Inclusion <ul style="list-style-type: none"> 1 staff retreat to promote positive working relationships We maintained and offered 4 students with Down syndrome with open employment in 2025 Workplace Health and Safety <ul style="list-style-type: none"> Maintained a zero-accident record in 2025

ESG	Goal	Principles	Key Progress and Achievements in 2025
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Human rights

- Learning and development
- Equal opportunities

Learning and Development

- Delivered 64 sessions of early intervention support totaling 328 hours to support 10 children in their early childhood development.
- Delivered 268 educational support sessions totalling 497 hours to 8 children to support their learning and educational development.
- Delivered 3,682.5 hours of training to 54 learners aged 18 and above to develop their independent living capabilities.
- Supported 24 beneficiaries with soft and hard job skills to enhance their job readiness and employability.
- Provided internship and learning opportunities for 17 students, including a student with Down syndrome, at DSA

Equal Opportunities

- Engaged 10 employers to provide job exposure opportunities to 4 WRAP learners and employment to 10 WRAP learners

Community engagement

- Responsible partnerships Engagement

Outreach & Awareness

- Engaged over 800 participants (individuals with Down syndrome, families, caregivers, friends, students) during the WDSO celebration at One Punggol
- 115 community engagement events reaching 2,001 individuals in the community
- Engaged 814 volunteers from 42 community partners who contributed 121 volunteering hours
- Community walls at 4 public libraries with 40,000 visitors

Governance

Achieve the highest standards of governance

Full regulatory compliance:

- Code of Governance for Charities and IPCs
- Governance Evaluation Checklist
- Organisational Health Framework for Social Services (OHFSS)

Code of Governance for Charities and IPCs

- 100% compliance with Charity Governance Checklist


Organisation Performance

- Improved OHFSS self-assessment to 84.1% in 2025 vs 77.6% in 2024

The Year Ahead

As part of DSA’s refreshed Strategic Plan(2024-2028), DSA will continue to strive towards our strategic goals. We will work towards delivering quality programmes to meet current and future needs, building long-term positive and supportive relationships, and ensuring the viability and sustainability of DSA. We will do so by focusing on our R.A.I.S.E. Strategic Thrusts that looks into our Purpose, People, Programmes, Processes, and Performance. Building on the strong governance and management foundations established in the first 2 years of our refreshed strategic journey, DSA will focus on the following in 2026:

Strategic Thrust	Relevance	Alignment	Impact	Sustainability	Efficacy
Focus	Purpose	People	Programmes	Processes	Performance
2026 plans	<ul style="list-style-type: none"> Enhance our relevance to the community through greater partnerships in customised community-based programmes. Creating greater value to our service users with new programmes to address arising issues and unmet needs. 	<ul style="list-style-type: none"> Strengthen engagement with key stakeholders through tailored value propositions. Increase support for DSA through greater collaborations and partnerships. 	<ul style="list-style-type: none"> Improve programme performance with strengthened impact measurement. Enhance service delivery through service standards and quality assurance framework. 	<ul style="list-style-type: none"> Develop human capital through strategic manpower planning and job redesign. Strengthen financial resilience through revenue diversification, robust governance, financial stewardship and strategic partnerships. 	<ul style="list-style-type: none"> Achieve high governance through compliance with code of governance and regulatory requirements and adoption of best practices and the upcoming unified governance and transparency framework. Strengthen leadership and management with targeted action plans. Enhance operational efficiency through building capacity and capability and diving digital transformation.

1  **Strengthen Governance**
Strong oversight and leadership discipline

2  **Improve Programmes**
Use evidence to refine support outcomes

3  **Deepen Partnerships**
Collaborate with families & partners

4  **Build Capability**
Invest in people and systems

5  **Enhance Efficiency**
Simplify processes and improve productivity

6  **Sustain Impact**
Keep services relevant and responsive

2026 Focus Areas

08. Programmes and Services

CHILDREN DEVELOPMENT SERVICES

Children Development Services (CDS) provides a range of programmes and activities for children and youths with Down syndrome from birth till the age of 17 years old. These services include:

- Early Start Programme (ESP)
- Tiny Talker
- Integration Facilitation Support Programme (IFSP)



CDS OVERVIEW

	ESP	Tiny Talker (Commenced in June 2025)	IFSP (On-Site)	IFSP (In-Centre)
Number of children served in 2025	10	7	3	5
Total sessions	164	27	95	173
Hours conducted	328	40.5	237.5	259.5

EARLY START PROGRAMME

Key Outcomes and Impact
• Supported 10 children
• Conducted 164 early intervention sessions
• Provided 328 hours of transdisciplinary support and therapy

The Early Start Programme serves children aged zero (0) to four (4) years old and is conducted once a week in two-hour sessions.

Designed specifically for children with Down syndrome, the programme adopts a holistic approach across six (6) developmental domains:

- Gross motor
- Fine motor
- Cognitive
- Adaptive skills
- Social communication
- Social development

Sessions are play-based, incorporating songs, toys, movement, sensory play, and interactive activities to support learning. The programme is delivered by a transdisciplinary team, including an Early Intervention Teacher, Physiotherapist, and Speech Therapist, with activities tailored to each child's needs and interests, following their lead. As a parent-accompanied programme, each session also equips caregivers with skills and strategies to support their child's development at home.

With the support received, our children showed improvements across various developmental domains. Based on the Assessment, Evaluation and Programming System (AEPS) in 2025, the progress achieved is as follows:

Fine Motor	Gross Motor	Adaptive	Cognitive	Social Comm	Social Area
75%	72%	57%	57%	60%	60%

ESP TESTIMONIALS

“When my son first started in the Early Start Programme at the Down Syndrome Association, I was in a very different place mentally and emotionally. Those first few months following his diagnosis and birth were overwhelming; filled with so much information, much of it negative and deeply discouraging. I often felt lost, anxious, and unsure of how best to support him.

Enrolling him in this programme turned out to be one of the most important decisions we made.

From the very beginning, the teachers didn’t just focus on my child’s development, they cared for me as a parent too. They created a safe, encouraging space where I could ask questions, voice my worries, and be heard without judgment. In moments when I felt especially anxious, they gently counselled and reassured me, helping me process my worries with greater clarity.

They shared many practical and insightful ways to engage with my son in our everyday routines and helped me see his strengths in a new light. What once felt intimidating became more manageable, and even joyful. Because of their guidance, I began to understand my child better, not just what he needed, but how capable he truly is.

This programme didn’t just support my son’s growth; it transformed the way I showed up as his parent.

To any parent who might be feeling the way I once did: you are not alone. And with the right support, things can feel lighter, clearer, and full of possibility again.”

- Belinda, Zaccheus’s caregiver



“When Joy was born with Down syndrome, we were unsure of the path ahead. The Early Start Programme (ESP) at DSA became an essential guide. Through their transdisciplinary approach, the therapists and teachers helped Joy to develop her motor, cognitive and communication skills she needed to thrive.

As Joy turns three, we are so grateful for the foundation that ESP has built and prepared her for the next step in her education.

ESP didn’t just support Joy; it empowered us as parents. We benefited from the coaching and home-based strategies which gave us the tools to nurture Joy’s growth every day. Seeing her reach her milestones has been our greatest gift.

To any family starting this journey: We encourage you to take on ESP; the early intervention truly paves the way for a bright future. The ESP and DSA community understand your path and will celebrate every victory with you. Focus on the joy and it is the best guide.

Because of their guidance, I began to understand my child better, not just what she needed, but how capable she truly is.

This programme didn’t just support my daughter’s growth; it transformed the way I showed up as her parent. To any parent who might be feeling the way I once did: you are not alone. And with the right support, things can feel lighter, clearer, and full of possibility again.”

- Pei Fang, Joy’s caregiver

TINY TALKER

Tiny Talker is a new programme that commenced in June 2025, serving children aged zero (0) to four (4) years old with a focus on speech and language development. Conducted through weekly 1.5 hour sessions, it is a specialised early intervention focusing on speech development facilitated by a speech therapist. The programme is parent-accompanied, with caregivers attending sessions to learn skills and strategies, supported by information and handouts for continued practice at home. Adopting a play-based approach, it incorporates multiple modes of communication, including visual, verbal, and sign language, while providing practical tips and activities for parents to reinforce learning in daily routines.

Key Outcomes and Impact

- Supported 7 children
- Conducted 27 sessions
- Provided 40.5 hours of early intervention

TINY TALKER TESTIMONIALS



Tiny Talker has been a wonderful and enriching experience for our family. The sessions are very interactive, and we really appreciate that the materials used are simple household items or easy to get at low cost.

The teachers are incredibly enthusiastic and bring great energy to every class, making learning fun for the kids. Even though the programme is for young learners, parents learn a lot too. By joining the sessions, we've picked up helpful communication tips and activities that we can continue at home.

Tiny Talker has helped strengthen our family bond and supported our child's development. We're very thankful for such a thoughtful and engaging programme.

- May, Janice's caregiver



Faith really enjoys attending the Tiny Talker classes. The sessions are very experiential and engaging, which makes learning fun while encouraging speech and communication.

The teachers are very experienced and patient with the children. Since starting the class, we have noticed that Faith has begun babbling more and is now able to say a few words. It has been very encouraging for us to see her progress.

- Shu Fen, Faith's caregiver



INTEGRATION FACILITATION SUPPORT PROGRAMME

The Integration Facilitation Support Programme (IFSP) provides child-centric, holistic support for children aged seven (7) to 17 years with Down syndrome, offered either on-site in the learner's school or in DSA Centre @ Bishan. Delivered by an MOE-registered teacher, it focuses on strengthening academic performance, social-emotional competencies, adaptive behaviour, and interpersonal skills.

Key Outcomes and Impact

- Served 8 children in 2025
- Conducted 268 educational support sessions
- Provided 497 hours of intervention

1. ON-SITE SCHOOL-BASED SUPPORT

- **On-site school-based support (weekly):** 1 hour in-class + 1 hour pull-out teaching
- **Targeted teaching (pull-out):** Revisits challenging topics and reinforces areas identified by the classroom teacher
- **Group & social learning:** Provides real-time guidance during group activities to build social communication and interaction skills
- **Curriculum alignment:** Collaborates with school staff to reinforce curriculum goals and support participation in mainstream settings
- **In-class support:** Works alongside the student to support engagement, task completion, and understanding
- **Learning support strategies:** Breaks down instructions, scaffolds learning, and provides structured prompts and behavioural guidance
- **Independence building:** Encourages increasing independence in classroom participation

2. CENTRE-BASED SUPPORT

- **Centre-based support:** 1.5-hour one-to-one session
- **Tailored learning:** Based on each child's profile and goals in literacy, numeracy, and social-emotional development
- **Foundational skills:** Reinforces core concepts
- **Independence building:** Encourages adaptive and independent learning skills
- **Focused teaching:** Provides targeted instruction with timely guidance and feedback
- **Curriculum alignment:** Supports progress in line with the school curriculum across settings

IFSP TESTIMONIALS

After several months attending IFSP, Khairah seems to be more responsive and friendlier towards people around her. She is always looking forward to coming to class as she enjoys the activities given. Her teacher is warm and patient. I hope she can further improve her life skills and speech in the future.

Thank you for your guidance.

- Julia, Khaira's caregiver

We are so grateful for the dedicated educator, Ms Rema, at DSA. In a short time, our daughter, Ling, has made tangible progress in her literacy and numeracy skills. The way the curriculum is adapted to her learning style has made all the difference; she is now using her English and Math skills in her daily life with much more independence. It's a fantastic programme that truly understands our children's potential.

Ling now has stopped writing month after date!
Thanks to Ms Rema for enforcing this.

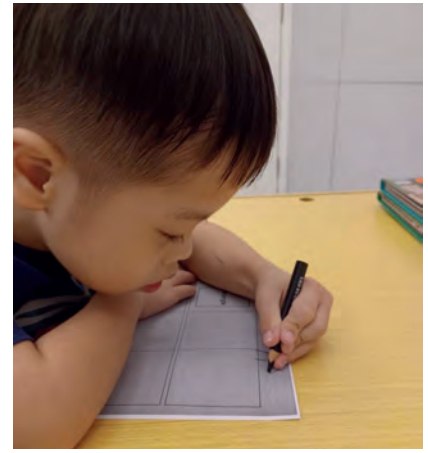
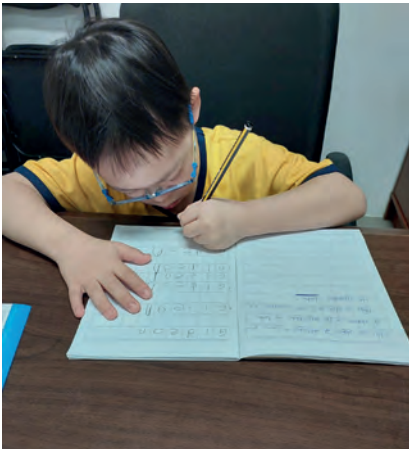
Ling is thriving! The staff's expertise and warmth have turned learning into her favorite part of the week. We couldn't be prouder of the strides she is making.

- Tara, Ling's caregiver

We are grateful for the support and guidance teacher Rema has given to Elliot. She takes a personal interest in helping him improve, not just academically but also in his behaviour. IFSP gives us a platform to seek help in addressing some of the behavioural issues he might have.

Elliot says he enjoys the sessions because teacher Rema is kind and looks forward to it each time. We are also thankful for how, not just teacher Rema, but many others at DSA have grown fond of him and taken care of him in various ways. One special point to note is the opportunities he has been given to showcase DSA and those with Down Syndrome. Elliot likes to perform, and these opportunities help to boost his confidence.

- Frankie, Elliot's caregiver



CDS ACTIVITIES



May 2025 – Jacob Ballas Outing

The outing to Jacob Ballas Children’s Garden provided opportunities for nature exploration, sensory art using leaves and twigs, and sand play that supported sensory, motor, and social skills. A total of 11 families, including caregivers and siblings, participated, fostering family bonding and interaction. The outing concluded with water play, and each child received a certificate of participation.



July 2025 – Play Dough Making

In July 2025, a playdough-making activity was held to support sensory play and overall development. Children practised numeracy through measuring ingredients, built motor and fine motor skills through hands-on actions, followed step-by-step instructions, and expressed creativity through their own creations.



October 2025 - Children’s Day Celebration

In October 2025, a Children’s Day celebration was held in collaboration with Cerebral, themed ‘Under the Sea’. Using recycled materials as props, the event featured interactive storytelling, dance, and movement activities that encouraged children’s participation and imagination. It also created opportunities for family bonding and parent networking. The children were engaged in a craft activity of making octopus hats and ended the celebration by dancing together while wearing their creations.

ADULT DEVELOPMENT SERVICES

Adult Development Services (ADS) provides a range of programmes and activities for individuals with Down syndrome and other special needs aged 18 years and above. ADS also organises various enrichment programmes for our members. The key programmes offered by ADS include:

- Adult Enhancement Programme
- Enhanced Independence Programme
- Work Readiness Assisted Programme
- Active Ageing Programme (Joyful Living)
- Enrichment Programmes

ADULT ENHANCEMENT PROGRAMME

Key Outcomes and Impact
• Supported 40 learners
• Provided 1,575 hours of training and development support
• 94% of learners achieved 50% of their learning and development goals

The Adult Enhancement Programme (AEP) is designed to equip learners with essential life, functional, and vocational skills to enhance their independence in activities of daily living (ADLs) and to foster meaningful social participation. It is customised to address the unique needs and functional abilities of each learner. AEP adopts a structured blend of classroom-based instruction and experiential learning to support development across five(5) key domains, delivering a comprehensive and holistic curriculum. Through the programme, learners are supported to:

- Develop and apply effective strategies for personal care and daily living.
- Strengthen functional skills that promote independent living.
- Build competencies in independent travel and community integration.
- Enhance vocational skills and employability through in-house training and external work placements, in preparation for open and supported employment.

Through the training, 94% of our learners achieved 50% or more of their developmental goals. The overall achievements of their learning goals in the various domains in 2025 are as below:

Basic Living Skills	Home Skills	Community Participation Skills
65%	77%	80%
Centre Skills	Vocational Skills	Independent Living Skills
65%	68%	68%

Throughout the year, AEP organises various group activities and celebrations for our members and their parents or caregivers. In addition to having fun, the celebrations offer opportunities for our learners to participate in the preparations and showcase their newly learnt skills and capabilities to their families. In 2025, AEP conducted the following celebrations:

Celebrations	Date
Chinese New Year Celebration with DSA Staff and Volunteers <ul style="list-style-type: none"> • Prepared yusheng and participated in the lo hei with our staff and volunteers 	6 Feb 2025
National Day Celebration <ul style="list-style-type: none"> • ADS collaborated with Focus on the Family to organise activities at Bishan Community Club • Learners participated in the games and dance activities 	7 Aug 2025
PCF Sparkletots collaboration with AEP <ul style="list-style-type: none"> • Learners played games and did art & craft with the preschool children 	11 Sep 2025
Appreciation Tea Session with Caregivers	18 Sep 2025
Standard Chartered collaboration with ADS <ul style="list-style-type: none"> • Learners making props together with the volunteers from Standard Chartered for Purple Parade 	19 Sep 2025
AEP learners and trainers participated in the Contingent March with DSA members and staff from Standard Chartered	25 Oct 2025
High Tea Dry Run <ul style="list-style-type: none"> • Staff lunch was prepared and served by learners and ADS staff 	30 Oct 2025
ADS High Tea – A Year of Achievement <ul style="list-style-type: none"> • Learners prepared and served lunch for their caregivers and entertained them with performances 	6 Nov 2025
Samsung Corporate Collaboration with AEP <ul style="list-style-type: none"> • Learners participated in the activities and presented Christmas bookmarks made by them to the volunteers 	10 Dec 2025
Temasek Christmas Party with ADS	11 Dec 2025

In addition to the daily training and centre-based activities, the team also worked closely with community partners and stakeholders to offer a variety of learning opportunities and social engagement activities in the real world to enhance the capability of our learners and their confidence to interact with others and thrive in their communities and workplaces. Some of the activities conducted in 2025 included:

No	Month 2025	Places Visited	
		Yellow Group (low support needs)	Blue Group (mid to high support needs)
1	Jan 2025	Orchard (Takashimaya CNY Bazaar)	
2	Jan 2025	Telok Blangah Rise + ILTC thrift shop	
3	Feb 2025	Kampung Admiralty	
4	Feb 2025	Singapore City Gallery (Maxwell)	Bishan: Neighbourhood Park, J8 Food Court & Library
5	Mar 2025	Hari Raya Bazaar (Admiralty/Sembawang)	Bazaar Raya Utara @ Sembawang
6	Apr 2025	HDB Hub (Toa Payoh)	Toa Payoh: HDB Hub and Toa Payoh Library
7	Apr 2025	Singapore Arts Museum (Tanjong Pagar)	NEX Mall
8	May 2025	Bowling sponsored by SDSC	(5/7/2025) Bukit Canberra green spaces & the butterfly park
9	May 2025	Chinese Garden (Jurong)	Asian Civilisations Museum
10	Jun 2025	National Gallery	Northpoint City
11	Jun 2025	Punggol Coast Mall + SIT Campus	My Nice Home Gallery @ HDB Toa Payoh
12	Jul 2025	Fountain of Wealth (Suntec City)	
13	Jul 2025	Parasport Try Out sponsored by SDSC	
14	Jul 2025	National Orchid Garden	
15	Jul 2025	St. Margaret's Secondary School collaboration	
16	Aug 2025	Flower Dome sponsored by private donor	
17	Aug 2025	Focus on Family NDP (Bishan CC)	Changi Airport Terminal 1
18	Aug 2025	Bowling sponsored by SDSC	
19	Aug 2025	Yakult Factory Tour sponsored by Standard Chartered	
20	Aug 2025	Balloon Musuem (MBS) sponsored by private donor	
21	Sep 2025	Rainforest Wild Asia sponsored by private donor	
22	Sep 2025	Bowling sponsored by Temasek (Hougang)	
23	Sep 2025	Standard Chartered + DSA Props Making (Changi Business Park)	
24	Sep 2025	SuperPark (Suntec City) sponsored by Standard Chartered	
25	Sep2025	Preparation for Purple Parade and AEP High Tea	
26	Sep 2025	Cloud Forest: Jurassic World sponsored by Stryker Singapore Pte. Ltd.	

ENHANCED INDEPENDENCE PROGRAMME

Key Outcomes and Impact

- Supported 14 learners
- Delivered 1,575 hours of training
- 65% of learners achieved at least 50% of their individual learning goals

The Enhanced Independence Programme (EIP) is conducted at DSA's Independent Living and Training Centre (ILTC). The programme offers a modular training framework designed to strengthen instrumental functional life skills and empower learners to develop planning, decision-making, and community participation skills that support independent living.

EIP focuses on enhancing learners' capabilities in the following areas:

- Food and consumer education
- Mobility training
- Community integration outings
- Money management and budgeting skills
- Social and emotional development
- Home living skills
- Recreational and social engagement activities
- Vocational training at the DSA Thriftshop

To promote higher-level functioning and independence, trainers guide learners in developing decision-making and planning abilities while applying functional and adaptive skills in real home and community environments.

At the purpose-built ILTC, which is modelled after a typical home environment, learners are encouraged to plan and make decisions related to their daily routines and responsibilities. EIP trainers support learners in initiating and organising their daily living and social activities, enabling them to practise decision-making and apply practical life skills in meaningful, real life situations.

Through the training, 65% of our learners achieved 50% or more of their developmental goals. The overall achievements of their learning goals in the various domains in 2025 are as follows:

Basic Living Skills	Social Skills	Mobility Training
65%	65%	72%
Community Participation Skills	Budgeting skills	Independent Living Skills
80%	72%	75%

The programme also incorporates community-based training and activities to promote social inclusion and strengthen learners' readiness for community living. Through community engagement initiatives and volunteering opportunities, learners can contribute meaningfully to the community and be recognised as valued members of society.

LIST OF EIP COMMUNITY INTEGRATION (CI) AND OUTINGS



NO	ACTIVITY	DATE
1	Community Integration to One Punggol	27 Feb 2025
2	Community Integration to Yakult Factory	6 Mar 2025
3	Community Integration to Jurong Lake Garden	10 Apr 2025
4	Community Integration to Chinatown	8 May 2025
5	Community Integration to Ikea Alexandra	19 Jun 2025
6	ADS National Day Celebration/ Outing to Bugis Street	7 Aug 2025
7	Self-advocacy session	12 Aug 2025
8	Outing to Rainforest Wild Asia	10 Sep 2025
9	Purple Parade props making	19 Sep 2025
10	Self-advocacy session	27 Sep 2025
11	Pottery workshop by Standard Chartered	23 Oct 2025
12	Purple Parade	25 Oct 2025
13	ADS High Tea (Caregivers Appreciation Day)	6 Nov 2025
14	Bowling session by SDSC	13 Nov 2025
15	Hand balm making workshop	17 Nov 2025
16	EIP Christmas Party	9 Dec 025
17	ADS Christmas Party	11 Dec 2025

EIP HIGHLIGHTS IN 2025

1. GIVING BACK TO SOCIETY: VOLUNTEERING



Since June 2024, EIP learners have been volunteering weekly at the Loving Heart Active Ageing Centre. During these sessions, learners prepare and serve refreshments to seniors during their tea breaks

and engage in conversations and activities with them, fostering intergenerational connections, inclusiveness, and mutual respect.

Through these volunteering opportunities, learners develop a sense of purpose and belonging as they contribute positively to the community. These experiences help build confidence, foster empathy, and strengthen social communication skills in authentic real-world settings. Feeling recognised and valued by others also boosts their self-esteem and reinforces positive self-identity as active and respected members of society.

To express appreciation for the volunteering efforts of the EIP learners and trainers, Loving Hearts organised an appreciation lunch on 21 February at Yuhua Community Club.

2. INDEPENDENT LIVING SKILLS OVERNIGHT STAY PROGRAMME



The EIP Overnight Stay Programme at ILTC was introduced in July 2024 to provide learners with opportunities to practise independent living skills in a structured and supportive environment.

The overnight stay focuses on building independence, confidence, and social interaction while ensuring learners' safety and access to support when needed. During these sessions, learners practise essential daily living skills, including personal care, meal preparation, and time management.

This immersive experience provides a safe setting for hands-on learning, allowing learners to take greater ownership of their routines and daily responsibilities. It also strengthens problem-solving abilities and enhances their readiness and confidence to live more independently in the future.

In 2025, EIP conducted five (5) overnight stay sessions at ILTC. Programme assessments showed that 80% of EIP learners achieved their learning goals across the following domains:

- Social Skills
- Budgeting Skills
- Community Participation Skills
- Independent Living Skills
- Mobility Training
- Basic Living Skills

3. MID-AUTUMN FESTIVAL WITH SENIORS AT TELOK BLANGAH NEIGHBOURHOOD



EIP learners organised a Mid-Autumn Festival celebration with seniors in the Telok Blangah neighbourhood, providing them with an opportunity to practise planning, teamwork, and community engagement skills. Learners participated in preparing simple activities, interacting with the seniors, and sharing festive treats. The celebration fostered meaningful intergenerational connections while allowing learners to build confidence, strengthen social communication skills, and contribute positively to the community. The experience also reinforced the importance of inclusion and mutual respect within the neighborhood.

FEEDBACK FROM PARENTS ON ENHANCED INDEPENDENCE PROGRAMME



“Jaspreet shares with us regarding her training and work in ILTC and thrift shop and appreciates Yan and Shannon’s efforts and positive reinforcement.”

- Jaspreet’s Caregivers



“Appreciate that the observations and traits on Mark are carefully detailed and documented by the trainers, particularly thankful for the suggestions and recommendations. They are helpful. Sincerely looking forward to seeing Mark having a fulfilling year from EIP and WRAP, thank you.”

- Mark’s Caregivers

WORK READINESS ASSISTED PROGRAMME

Key Outcomes and Impact

- Supported 24 learners
- Delivered 60 hours of hard and soft job skills training
- 4 learners participated in experiential job training
- 10 learners gained employment
- Conducted outreach to 10 partners and employers

The **Work Readiness Assisted Programme (WRAP)**, launched in July 2023, continues to support adults with Down syndrome in their journey towards employment and greater independence. The programme adopts a person-centred approach, focusing on the unique strengths, interests, and needs of each learner. Through tailored training and real-life work exposure, WRAP equips participants with essential work readiness, employability, and life skills, enabling them to build confidence, improve independence, and participate meaningfully in the community.

In 2025, WRAP provided support and training to 24 learners. The programme provided opportunities for participants to develop skills such as task focus, following instructions, communication, and workplace responsibility. By creating a supportive and structured learning environment, WRAP helped learners build confidence, improve independence, and better prepare for meaningful employment and community participation.

- In June 2025, 11 learners submitted photos and participated in My Perspective Photography Competition and one (1) learner’s photo was selected as a finalist and won the People’s Choice Award.



- A total of five (5) workshops were conducted, providing 18 learners with opportunities to acquire and develop a range of different skills.
- A total of 18 learners participated in two(2) learning journeys, providing them with opportunities to gain exposure to different work environments and develop a better understanding of workplace practices. These learning journeys also allowed participants to observe job roles learn appropriate workplace behaviour.
- Three (3) learners were part of the team that assisted at a fundraising dinner organised by Restaurant Labyrinth. They gained hands-on experience in preparing the restaurant for the event, developing teamwork and mise en place skills, including setting up the dining area and assisting with pre-dinner preparations.
- Two (2) learners were enrolled in a job experience training with Greenhood Farm, totalling 24 hours from July to September 2025, further enhancing their work experience and exposure to diverse work environments.





- Two (2) learners conducted a coaster-making workshop, which provided them with the chance to interact with participants and practise their communication and social interaction skills. This experience also helped to build their confidence in engaging with others and sharing their knowledge and skills in a structured setting.
- Four (4) learners had the opportunity to be photographers, assisting with the photobooth by taking photos of guests at DSA's Mystique and ADS High-Tea event. These experiences helped them develop communication, social interaction, and basic photography skills, while engaging with participants in a real event setting.
- 10 learners gained employment, with seven (7) of them sustaining employment for a minimum of six (6) months, marking a significant achievement in job retention.



ACTIVE AGEING PROGRAMME (JOYFUL LIVING)

Key Outcomes and Impact

- Supported 8 learners
- Delivered 472.5 hours of training
- Joyful Living commenced in March 2025

The **Joyful Living Programme** is designed for individuals with Down syndrome aged 35 years and above, with a focus on promoting active ageing and enhancing overall quality of life. The programme provides meaningful and engaging activities that support physical well-being, emotional health, and social connectedness.

Through a combination of centre-based and community-based experiences, learners are encouraged to remain active, sustain functional abilities, and participate in purposeful daily activities.



Key activities include Art and Craft, Music and Movement, Gross Motor, Fine Motor, Zumba, Chair Yoga, Baking and simple food preparation, Boxercise, as well as Occupational therapy and Physiotherapy sessions. These activities are designed to maintain mobility, stimulate cognitive engagement, and foster social interaction in a supportive environment.

- **Participation Rate:** Majority of enrolled learners attended and actively participated in weekly programme activities.
- **Physical Well-being:** Learners demonstrated maintenance or improvement in mobility, coordination, and participation in physical activities such as Zumba and chair yoga.
- **Social Engagement:** Increased peer interaction and participation in group activities were observed, contributing to improved social confidence.
- **Emotional Well-being:** Learners displayed positive mood, enjoyment, and sustained engagement during sessions.
- **Functional Skills:** Learners maintained or demonstrated gradual improvement in simple daily living skills through activities such as baking and structured routines.

Overall, Joyful Living supported individuals in leading meaningful, active, and socially connected lives, while promoting dignity and well-being in their ageing journey.

ENRICHMENT PROGRAMMES

Key Outcomes and Impact
• Average monthly enrolment of 131, with a total of 142 unique individuals enrolled in Enrichment Programmes
• 11 different Enrichment Programmes, 528 sessions, 653 hours
• 15 performances

DSA offers a comprehensive range of enrichment programmes that support our members in pursuing their interests and developing their talents across the arts, sports, and educational domains. Each programme is tailored to meet the diverse interests, abilities, and learning needs of our members with Down syndrome and other special needs.

To cater to this diversity, DSA provides 15 classes across 11 enrichment programmes, designed for members of different age groups and varying abilities. The programmes include:

1. Visual Arts
2. Speech and Drama
3. Drums and Percussions
4. FunStep Dance
5. Aikido
6. Bowling
7. Zumba
8. Creative Dance
9. Fusion Dance
10. KidsREAD
11. Swim Sprouts

Beyond the regular classes, DSA also creates opportunities for participants to take part in external and internal performances



Aikido



KidsREAD

and competitions, allowing them to build confidence, enhance self-expression, and develop presentation skills. These platforms serve as important avenues for self-advocacy, empowering our members to showcase their talents and abilities to the wider community. In 2025, our participants participated in the following events:

JANUARY			
Date	Event	Group	Participants
18 Jan 2025	Members' New Year Party	Fusion Dance Drums & Percussion	22

MARCH			
Date	Event	Group	Participants
15 Mar 2025	World Down Syndrome Day Celebration	Fusion Dance Creative Dance Drums & Percussion Speech & Drama Zumba Aikido	64

MAY			
Date	Event	Group	Participants
30 May 2025	Special Olympics National Games	Fusion Dance Bowling	14

JULY			
Date	Event	Group	Participants
5 Jul 2025	DSA Open House	Fusion Dance Drums & Percussion	33

AUGUST			
Date	Event	Group	Participants
2 Aug 2025	ARPC Let's Carnival	Fusion Dance	12

SEPTEMBER			
Date	Event	Group	Participants
6 Sep 2025	Mystique	Fusion Dance Drums & Percussion Speech & Drama (Sat) Speech & Drama (Tue) Zumba FunStep Creative Dance	70
18 Sep 2025	The Singapore Venture & Private Capital Association Annual Gala & Awards Dinner	Drums & Percussion	12

OCTOBER			
Date	Event	Group	Participants
1 Oct 2025	Shaping Hearts	Drums & Percussion	9
17 Oct 2025	356 Cancer Prevention Society Partners' Appreciation Night	Drums & Percussion	12
18 Oct 2025	A Carnival of Stories by Me2 Centre of Inclusive Arts	Fusion Dance	10
25 Oct 2025	Purple Parade	Fusion Dance Drums & Percussion	26

NOVEMBER			
Date	Event	Group	Participants
1 Nov 2025	Deepavali Event	Creative Dance	16
1 Nov 2025	Emerald Ball	Drums & Percussion Fusion Dance	18
16 Nov 2025	Shaping Hearts	Drums & Percussion	11
29 Nov 2025	Stevens Residents' Network Christmas Bazaar	Creative Dance	12



Swim Sprouts



Fusion Dance



Visual Arts



Drums & Percussion



Fusion Dance



DSA's enrichment programmes have received positive feedback from participants, as well as their parents and caregivers. Through two feedback exercises conducted with caregivers of our members, responses reflected encouraging outcomes in both learning and overall programme experience.

1. 67% observed improvements in their children's skills, including physical coordination, social behaviour, and understanding of activities.

2. 86% reported enhanced social and interpersonal skills, including teamwork, peer bonding, and communication.

3. 65–77% of caregivers from different enrichment programmes reported that their children were able to apply their learnings independently.

4. Overall, across both feedback exercises, 87% of caregivers expressed satisfaction with the enrichment programmes.

Testimonials

Visual Art

Variety of activities are offered.

It would be wonderful if Visual Arts could create objects to be sold at the DSA gala, even at lower price points. I would love to be able to purchase my child's artwork and support the association at the same time.

Speech & Drama

Thanks to the drama class, my child is more confident and prouder of himself.

Instructors and volunteers are very professional in leading the children during the lessons and they are very patient and show care towards them.

Drums & Percussion

Instructors and Teachers are very supportive and patience with the children

I hope the class can explore new percussion instruments and discover rhythms and music from different cultures. It would be a great way for my child to learn and experience more creatively.

FunStep Dance

Trainers are very good with time management.

So good for my child!

Aikido

Aikido has helped my child develop focus and discipline, and he looks forward to every class.

My child takes pride in progressing through each level.

Bowling

Provides a good platform for interaction with peers & instructors

Bowling has been a great way for my child to build confidence

Zumba

Ms Pansy is very engaging and kind to all Zumba dancers.

Sometimes, it would be helpful if one-to-one training could be offered to better support individual learning needs.

Fusion Dance

My child has a community, friends, place of belonging of his own

It would be good for the learners to be given more responsibility, with opportunities to lead and share their own suggestions.

Swim Sprouts

My child enjoys learning new skills in the pool

The instructor has boosted my child's confidence in the water and made swimming lessons fun and engaging.

kidsREAD

Keeps my child active

I hope the classes could have smaller ratios and be held more frequently to better accommodate the high demand in the future.

SUPPORT AND ADVOCACY SERVICES

The Support and Advocacy Services (SAS) department was set up to support caregivers, members, and their families.

SAS provides these services:

- Psychosocial and Case Management Support
- Family and Caregivers Support
- Community Partnership
- Research and Advocacy

Key Outcomes and Impact

- Served 159 families
- Provided 238 hours of casework and counselling support
- Supported 16 families with \$35,106 of financial assistance

PSYCHOSOCIAL AND CASE MANAGEMENT SUPPORT

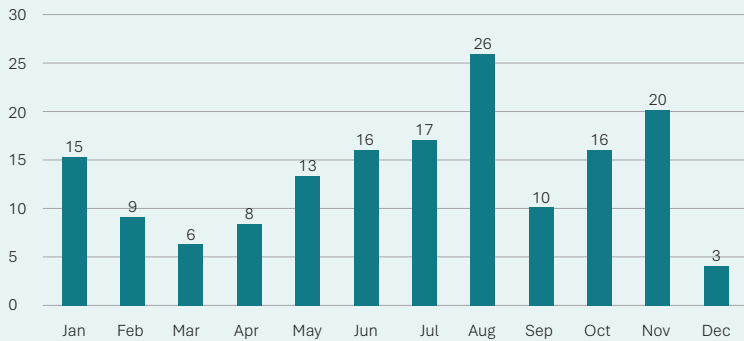
SAS provides professional interventions to address personal and family challenges and enhance overall wellbeing through

- Information and Referral
- Casework and Counselling
- Financial and Social Assistance
- Future Care Planning

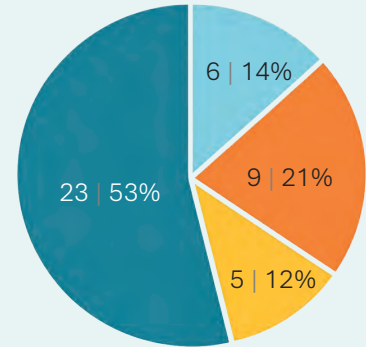
SAS implemented an enquiry and intake process to attend to all enquiries through walk-ins, phone calls and website in a timely manner. As of December 2025, SAS attended to 217 enquiries, of which 117 intake assessments were conducted.

In 2025, SAS supported 159 families and further worked with 29 families to address their concerns through casework and counselling. DSA supported 16 individuals with Down syndrome with financial assistance totalling \$35,106. The team worked with 22 families in developing future care plans to meet the current and future care needs of their family members with Down syndrome. SAS also linked eight (8) families to other DSA services.

NUMBER OF ENQUIRIES (2025)

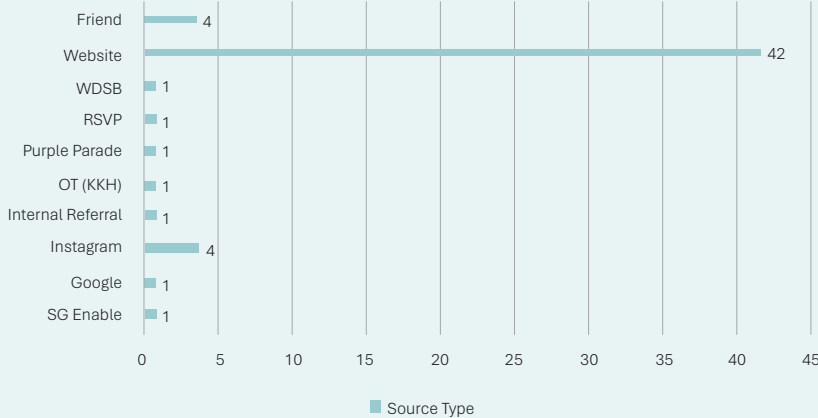


KEY PRESENTING ISSUES



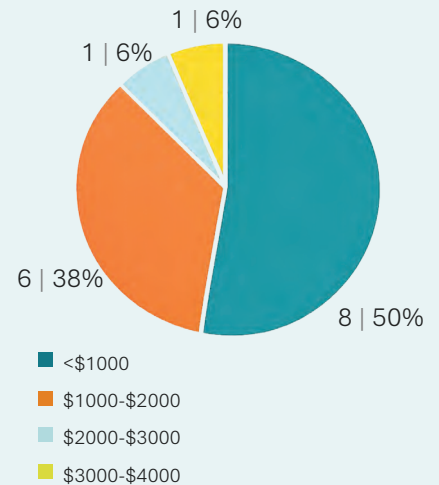
- Financial Assistance
- Caregiver Stress
- Behavioural Issues
- Future Care Planning

How did you find out about DSA?



Financial Assistance

FAMILY PCI



Per Capita Income (PCI), defined as the total monthly household income divided by the number of household members, is used as a key indicator to assess financial vulnerability and determine eligibility for subsidies and financial assistance.

PCI enables the organisation to allocate support fairly and accurately, ensuring that resources are prioritised for families experiencing greater financial challenges.

In the past year, analysis of our PCI data showed that half of

the families have a PCI below \$1,000, indicating significant financial need. 38% fell within the \$1,000–\$2,000 range, reflecting households that may still face financial strain despite moderate income levels. Only a small minority—were within the \$2,000–\$3,000 and \$3,000–\$4,000 brackets.

These findings allowed us to find suitable programme subsidies, financial assistance schemes, and casework interventions, ensuring that support was given to families with the highest needs.

VERBATIM TESTIMONIAL

“I would like to say a big thank you, to all the Professionals in DSA. They have helped me and my boy Christopher in many ways. Encouraging, Caring, Loving, Patience. And Nurture him so well. Social worker Korkor Richard nickname given by my son, have help him apply for financial assistance. We are very grateful for his help. DSA also organised events like Hitea for caregivers, Festive Bake, social worker Richard invited us for the Gala dinner and also received gifts from the sponsors. Not forgetting counselling sessions for all caregivers. LOVE DSA.”

- Maureen, Christopher’s Caregiver

“I had a good experience with the DSA service. The social worker was very helpful, patient, and took the time to explain things. I would like to share that some services were not available, which could be quite important for people who need additional support.”

- Leela

FAMILY AND CAREGIVER SUPPORT

Key Outcomes and Impact

- 318 participants in 84 activities totalling 260 hours
- 73% of caregivers reported improved competency in caregiving
- 89% of caregivers reported that the activities and workshop were effective in providing them with some respite and/or provided them with tips on self-care
- 86% of caregivers reported an increase in social support

SAS aims to build a holistic support ecosystem to strengthen caregivers’ support network and address challenges from the pre-natal stage and beyond through

- Caregivers Support Programme
- Family Support Services (FSS)
- Workshops and activities to promote mental wellness and caregiving capability
- Caregivers’ interest groups and support groups

In 2025, SAS organised the following family and caregivers support activities involving 451 individuals with Down syndrome and their caregivers.

FAMILY AND CAREGIVERS SUPPORT ACTIVITIES IN 2025



Educational Talks

- SNTC Talk
- Finance & Tax Talk
- FSS x The Speech Practice – Educational Talk for Caregivers



Workshops

- Fan Painting
- FSS Father’s Day Coffee Appreciation
- FSS x RSVP National Day Charcuterie Cup Workshop
- Mooncake Tarts
- Speak From The Heart – Self Advocacy Workshop
- Handpicked Bookmark-making



FSS Festive Bakes

- CNY Baking
- Spring Baking
- Mother Day
- Christmas Cupcake Bake



Interest Group

- Ukulele – 44 Sessions
- Basic Yoga – nine (9) Sessions



Appreciation Day

- Caregiver Appreciation Day



Mental Health/ Health Related

- MAH Flu Vaccination
- FSS x BeMindful Mindfulness Workshop
- Yoga & Sound Bath
- Integrated Health Day 1 & 2
- FSS x Montfort care –Vibe Check

DSA ACTIVITIES & WORKSHOPS IN 2025



SNTC Talk



CNY Baking Workshop



Caregiver Appreciation Day



Spring Baking Workshop

DSA ACTIVITIES & WORKSHOPS IN 2025



Mother's Day Festive Bake



MAH FLU Vaccination



National Day Charcuterie Cup



Yoga & Sound Bath



Glamping@Jewel



Integrated Health Day

2D1N GLAMPING@JEWEL CHANGI AIRPORT

As part of our Family Day 2025 celebrations, FSS partnered with Changi Experience Studio to deliver an unforgettable 2D1N glam-camping adventure at Jewel Changi Airport. Families enjoyed a rare chance to camp indoors together in cozy tents while taking part in a line-up of hands-on activities including access to the interactive games at Changi Experience Studio, a creative Floral Resin Coaster workshop, and complimentary entry to Canopy Park.

The fun continued the next morning with a hearty breakfast, followed by a lively colouring competition featuring Jewel's iconic waterfall, where the top three budding artists walked away with prizes. Filled with discovery, creativity, and shared memories, the event offered a refreshing and joy-filled experience for participants of all ages.



Glamping@Jewel



Father's Day Coffee Appreciation Workshop



FATHER'S DAY COFFEE APPRECIATION WORKSHOP

On 21 June 2025, FSS celebrated Father's Day with a hands-on coffee-brewing workshop hosted by inclusive employer Foreword Coffee. Parents learnt about different bean origins and flavour profiles before trying their hand at brewing their own coffee, which naturally encouraged conversation and bonding during a shared taste-testing session.

Following the workshop, a focus group discussion for fathers was conducted to better understand the unique experiences and challenges faced by fathers of persons with Down syndrome. Their candid insights provided valuable perspectives that will help DSA refine and tailor future programmes to better meet the needs of families. The combined workshop and discussion created a warm, supportive space for fathers to learn, bond, and share openly.

COMMUNITY PARTNERSHIPS

Key Outcomes and Impact

- Collaborated with 20 community partners

SAS collaborated with our community partners to support our members and their caregivers. The community partnerships include:

Community Partners	
1. Emre Legal	11. SG Enable
2. RSVP	12. Reach Family Service Centre
3. MINDS	13. Methodist Welfare Services
4. Hand Picked!	14. ID Health
5. Mount Alvernia Hospital	15. MotherWorks
6. SNTC	16. APSN
7. Allkin Family Service Centre	17. FILOS
8. BeMindful	18. Thye Hua Kwan FSC
9. Montfort Care	19. Thye Hua Kwan Home@ Sembawang
10. SUSS	20. NUS Mind Science Centre

COMMUNITY CARE CONNECT (CCC)

Community Care Connect was started in November 2025 to reach out to family with special needs at Sengkang. CCC takes a comprehensive strategy, encouraging successful ageing in place through social inclusion, timely intervention, and community-based support, whereas other existing intervention concentrates on physical care.

The programme integrates formal services, community volunteers, and informal caregiver networks to build a strong social support system. Referral services, biennial bio-psychosocial evaluations, monthly engagement activities, and befriending visits help.



individuals and families receive comprehensive care that is customised to meet their needs. We also work together with community partners to improve programme delivery and case management.

From the community sessions, we found out that many caregivers are ageing, and with persons with Down syndrome living longer, families are increasingly worried about future independence and long-term care. Caregivers generally reported that they were coping “fairly well”, but still showed signs burnout and lacked time for long-term planning.

Key needs highlighted include more care options, accessible information, and programmes located closer to home. Families also hope for expanded age-specific activities, affordable therapies, life-skills training, and volunteer-led support for individuals who may eventually live alone. These insights will guide DSA in strengthening support systems and building a more inclusive, future-ready community.



INTEGRATED HEALTH DAY

Held in conjunction with Mental Health Awareness Month, the Integrated Health Day was introduced to offer our members holistic health assessment and comprehensive support. This programme helps to support by addressing their social, psychological, and physical well-being



Mount Alvernia Hospital administered thorough physical health screenings to participants over two days in October and November 2025. These screenings included measurements of height, weight, blood pressure, cholesterol, diabetes indicators, liver function, and thyroid health.

The DSM-5-TR Level 1 Cross-Cutting Symptom Measure was used by the NUS Mind Science Center to conduct psychological evaluations for our members. While DSA case workers supported families through social-health assessments focusing on financial status, caregiving needs, and future care planning. This initiative strengthened our understanding of community needs and enhanced our ability to provide integrated, person-centred support.



This initiative helps ensure that individuals with Down syndrome and their caregivers have convenient access to seasonal immunisation, supporting their overall health and reducing risks associated with common viral infections.



RESEARCH AND ADVOCACY

SPEAK FROM THE HEART – SELF-ADVOCACY WORKSHOP

Speak from the Heart was a self-advocacy session held on 14 October 2025 at DSA, created to provide a safe and empowering space for persons with intellectual and developmental disabilities to share their experiences, aspirations, and concerns. The two-hour session focused on social connections, group discussions, and conversations around the lived experiences of participants, particularly in areas such as personal aspirations and support gaps.

FLU VACCINATION

DSA partnered Mount Alvernia Hospital to offer annual flu vaccination to our members as part of our commitment to preventive healthcare.



The event fostered meaningful peer connections and encouraged participants to voice what mattered most to them. This initiative reflects DSA's ongoing commitment to strengthening self-advocacy and promoting social inclusion.



UNVEIL YOUR INNER DANCER WORKSHOP

The “Unveil Your Inner Dancer” workshop, conducted in collaboration with Maya Dance Theatre and DADC, offered participants an inclusive and creative platform to explore movement, communication, and self-expression. Held on 14 October 2025 at DSA Bishan, the session formed part of the Elevate Programme, which builds confidence, teamwork, and career-ready skills through professional dance-based training.

Open to individuals of all abilities, the workshop encouraged personal growth and provided a safe space for participants to express themselves through the arts. By nurturing creativity and self-advocacy through movement, this initiative strengthened participants’ communication skills, social connection, and sense of empowerment.



IASIDD 5th ASIA-PACIFIC CONGRESS 2025

DSA participated in the 5th Asia-Pacific Congress organised by the International Association for the Scientific Study of Intellectual and Developmental Disabilities in October 2025 and presented our research studies. The following section summarises the key themes and insights from the presentations and highlights potential research areas aligned with our organisation’s priorities. The IASSIDD poster presentations highlighted key areas relevant to Down syndrome research and service development. Presentations covered:

- Functional life skills in adults with Down syndrome, emphasising continuous skill-building and community participation.
- Social impact of early intervention programmes, showing improved communication, engagement, and school readiness for young children.
- Quality of life in ageing adults with Down syndrome, including health, cognitive changes, and the need for stronger caregiver and transition supports.

DSA was presented with the runner-up award for Exemplary Research Methodology for its study 'Enhancing Functional life Skills in Adults with Down Syndrome'.

From these insights, several research interests were identified:

- Grief and bereavement experiences of persons with Down syndrome
- Transition support across life stages
- Caregiver quality of life at key transition points
- Early intervention needs for young children
- Ageing trajectory and quality of life for adults
- Self-advocacy and participatory research with persons with Down syndrome

These areas align strongly with our organisational research priorities, particularly:

1. Experiences and needs of ageing persons with DS/IDD, and
2. School readiness and early developmental needs of children with DS/IDD.



IASSIDD 5th Asia-Pacific Congress

09. Communications and Engagement

The Communications and Engagement Department oversees three key functions: Communications, Fundraising, and Stakeholder Engagement, working closely with other departments to advance the organisation’s mission and strategic priorities.

STAKEHOLDERS ENGAGEMENT – DSA MEMBERS

Key Outcomes and Impact	
• Organised 22 social engagement activities totalling 55 hours with total participation of 496	
• Engaged 261 unique DSA members	

NO	DATE	ACTIVITY	NO OF PAX
1	18 Jan 2025	Members' New Year Party	62
2	14 Feb 2025	Movie Night - Beauty & The Beast	14
3	18 Mar 2025	Holiday Programme: Candle-Making Workshop	6
4	19 Mar 2025	Holiday Programme: Tokyo Electron - ACM & Pottery Painting	13
5	21 Mar 2025	Holiday Programme: SMU Bloom - Let's Explore	6
6	22 Mar 2025	Holiday Programme: HCI - Animal Art	4
7	9 May 2025	Movie Night - Finding Nemo	12
8	4 Jun 2025	Holiday Programme: Kranji Secondary School - Craft & Games	6
9	10 Jun 2025	Holiday Programme: Crocodile Farm	15
10	16 Jun 2025	Holiday Programme: Gallop Stable	15
11	17 Jun 2025	Holiday Programme: Tokyo Electron - Jewel Outing	20
12	5 July 2025	DSA Open House	99
13	16 Aug 2025	NDP Movie Day Celebration with ADS	26
14	11 Sep 2025	Holiday Programme: Standard Chartered - Zumba Session 1	7
15	30 Sep 2025	Mid-Autumn Celebration with EIP	20
16	4 Oct 2025	Members' Townhall	24
17	5 Oct 2025	Extraordinary General Meeting	42
18	31 Oct 2025	Movie Night: Halloween Party - Hotel Transylvania with SMU Bloom	26
19	4 Dec 2025	Holiday Programme: Standard Chartered - Zumba Session 2	13
20	8 Dec 2025	Holiday Programme: Singapore Navy Museum	13
21	10 Dec 2025	Holiday Programme: Snow-Globe Making Workshop	15
22	12 Dec 2025	Members' Festive Year-End Party with ICG	38

DSA seeks to foster strong and meaningful connections with our members. Throughout the year, we organised a wide range of engagement activities designed to promote inclusion, celebrate achievements, and build a supportive network among families, caregivers, and individuals with Down syndrome.

DSA OPEN HOUSE

DSA kicked off 2025 with a vibrant Members' New Year Party, bringing together 62 members in celebration of the year ahead. The event featured a variety of interactive stations, including a photobooth, keychain-making and face painting activities, as well as a DSA Thrift Shop pop-up. Participants also enjoyed a special slime-making workshop conducted by The Slime Monster, which was a highlight of the day.

Adding to the festive atmosphere, DSA's performing groups — the Drums & Percussion Group, Fusion Dance, and the Caregivers' Ukulele & Guitar Group — delivered lively performances that were warmly received by attendees.

The event provided a meaningful opportunity for members to reflect on the past year, strengthen connections, and welcome the new year with a shared sense of joy and optimism.



MEMBERS' TOWNHALL

In October 2025, we gathered for our annual Members' Townhall, a space to connect, share updates, and look ahead as a community.

Programmes and services updated supporting beneficiaries and families across different life stages were shared. Highlights included the Joyful Living Programme for seniors, Tiny Talker for our little ones, and the Integrated Health Day for families, reflecting our continued focus on holistic and responsive support.

The Townhall also previewed our upcoming refreshed core values, which will guide how we work and serve our community in the year ahead. Importantly, the session included a dedicated dialogue segment where caregivers shared their perspectives, contributing to a productive discussion that will help us continue improving how we support our beneficiaries and families.

We thank all members and caregivers who joined us and contributed their insights. Your engagement plays an important role in shaping our work, and we look forward to moving forward together with shared purpose.



DSA MOVIE NIGHTS 2025

In 2025, DSA's Movie Nights, a cherished community tradition, made a comeback bringing beneficiaries and caregivers together for evenings of connection, relaxation, and shared joy.

The series kicked off on 14 February 2025 with a special Valentine's Day screening of *Beauty and the Beast*. Beneficiaries and their loved ones gathered for a cosy evening, made even more memorable by generous sponsorships from Annabella Patisserie Macarons, Famous Amos, and The Kettle Gourmet, who provided an abundance of treats for all to enjoy.

The second Movie Night featured *Finding Nemo*, held in celebration of Mother's Day. Members and caregivers came together to enjoy the heartwarming film, whose message of resilience and love served as a meaningful reminder to "just keep swimming." The session further reinforced the importance of creating safe and welcoming spaces where the DSA community can unwind and bond.

The series concluded on a high note with a Movie Night x Halloween Party. In collaboration with SMU Rotaract Project Bloom, the event brought together beneficiaries, caregivers, and volunteers for an evening of themed activities, including festive games and a lively trick-or-treat session. Many attendees embraced the occasion by dressing up in creative costumes, adding to the vibrant atmosphere. The night ended with a screening of *Hotel Transylvania*, rounding off the year with a warm, family-friendly experience.

Across the year, DSA Movie Nights provided meaningful opportunities for the community to come together, strengthen connections, and create lasting memories in a safe and inclusive environment.



STAKEHOLDERS ENGAGEMENT - COMMUNITY OUTREACH

Key Outcomes and Impact

- 115 engagement events reaching 2,001 individuals in the community
- Community walls at 4 public libraries with 40,000 visitors
- Participated in 3 signature community events promoting social inclusion of people with disabilities and special needs
- Engaged 814 volunteers from 42 community partners who contributed 121 volunteering hours

As part of its ongoing commitment to raising awareness of Down syndrome and the support provided by DSA, the organisation continues to actively engage the wider community through a range of outreach initiatives that promote social inclusion.

In 2025, these efforts extended to schools and corporates, community groups, and public agencies, with the aim of fostering greater understanding and acceptance of individuals with Down syndrome.

Key initiatives included awareness talks, merchandise booths at community events, and awareness displays such as the NLB Access Marketplace initiative. Through these continued outreach efforts, DSA strengthens partnerships with the community and contributes towards building a more informed, inclusive society for all.



Awareness Talks and Booth

	Date	School / Organisation
1	11 Feb 2025	Tampines Secondary School
2	5 Mar 2025	St. Margaret Secondary School
3	7 Mar 2025	Edgefield Secondary School
4	11 Mar 2025	Jurong West Secondary School
5	12 Mar 2025	PCF Sparkletots Pasir Ris
6	15 Apr 2025	Star Learners Pasir Ris
7	6 Jun 2025	Agape Little Uni
8	16 Jun 2025	Sunflower Preschool @ Pasir Ris
9	4 & 5 Jul 2025	DSA Open House 2025
10	24 Jul 2025	Tao Nan School
11	11 Aug 2025	RSVP Volunteers
12	15 Aug 2025	The Corner Playhouse
13	29 Aug 2025	MOE Kindergarten @ Jurong West
14	11 Sep 2025	PCF Sparkletots Toa Payoh Central 79B
15	21 Oct 2025	Manjusri Secondary School PP Activation



Events promoting social inclusion of individuals with disabilities and special needs

	Date	Location
1	Jul – Nov 2025	Shaping Hearts 2025
2	5 Oct 2025	PA Cares @ President's Challenge 2025
3	25 Oct 2025	Purple Parade 2025



Library Access Marketplace – Community Walls

	Date	Location
1	Jan – Mar 2025	Tampines Regional Library
2	Apr – Jun 2025	Jurong Regional Library
3	Jul – Sep 2025	Woodlands Regional Library
4	Oct – Dec 2025	Bishan Public Library

Community Partners

	Name of Individual/Group/ Organisation	Type of collaboration
1	4+1 Chimps	WSDS booth
2	About Eve Candles	March Holiday workshop for members
3	Chong Pang Nasi Lemak	WSDS booth
4	DBS	Coaster Making for Fundraising
5	Drew & Napier	Annual Movie Event and Christmas Party
6	Focus on the Family	National Day Celebration with ADS
7	Forrest & Friends	WSDS booth
8	Hwa Chong Institution 'Project Potest'	Activities for members
9	Icon Consulting Group	Members' Year End Party with Icon Consulting Group
10	ISS International School	WSDS performance
11	JCU	WSDS volunteering
12	Jenee Crochet	WSDS booth
13	Jurong Pioneer Junior College	Recycling Fundraiser
14	Jurong West Secondary	Activities for members
15	Kranji Secondary School	Activities for members
16	Little Footprints Preschool	WSDS booth
17	M.Y World Woodlands	Engagement with AEP
18	Manjusri Secondary School	Purple Parade Activation & Awareness Booth
19	Monicaloveshandmade	WSDS booth
20	Mr David Balloon	WSDS booth
21	My World Preschool – Victoria	WSDS performance and booth
22	NUS Raffles Volunteer Corps	Outings for members
23	Restaurant Labyrinth	Fundraising Dinner
24	Samsung	Samsung Festive Party with AEP
25	Singapore Ballet	Performance invitations for members
26	Singapore Repertory Theatre	Performance invitations for members
27	SMU Rotaract 2024/2025 'Project Bloom'	In-centre engagements and outings for members. Volunteering for WSDS 2025.
28	SMU Rotaract 2025/2026 'Project Bloom'	In-centre engagements and outings for members. Volunteering for Membership events like Movie Nights.
29	Snail Ceramics	WSDS booth
30	SP Community Service & Cultural Club	Activities for members
31	Standard Chartered Singapore	Outings and engagements with ADS. Volunteering for WSDS and Purple Parade.
32	Star Learners @ Pasir Ris	Virtual Interview with EIP Learners
33	Stryker	AEP and Members' outing to Gardens by the Bay
34	Sunflower Preschool @ Pasir Ris	Fundraising Event + Merch Booth
35	Temasek	Engagements with ADS
36	Temasek Secondary School	Activities for members
37	The Happiness Academy	Merchandise booths at Corporate Wellness Events
38	Tokyo Electron	Outings and workshops for members
39	Uncle Didi	WSDS booth
40	Y Dance	WSDS performance
41	Yarns Spree	WSDS booth
42	Zhafirah Henna	WSDS booth

“Working with Miss Sulyanna has been an absolute pleasure. Her kindness, expertise, and dedication have made every collaboration smooth and meaningful. DSA has left a lasting impact on me, reinforcing the importance of inclusivity in our society. A heartfelt thank you to DSA, especially to Miss Sulyanna, for the invaluable experience!”

— Maureen Princess Cruz, WSDS and Start Small Dream Big partner (Little Footprints Preschool)

10. Stakeholders Engagement - Volunteers



VOLUNTEER EXPERIENCE AT DSA

Key Outcomes and Impact	
1. Number of individual volunteers engaged	558
2. Number of new volunteers recruited in 2025	73
3. Number of corporate & school partners engaged	38
4. No. of volunteering hours contributed	2,873.5

Volunteers at DSA continued to play an integral role across a range of programmes and events, including World Down Syndrome Day (WDS), Enrichment Programmes like kidsREAD, and community outreach initiatives.

Through feedback collected, volunteers reported positive experiences, highlighting well-organised activities, clear instructions, and engaging, hands-on sessions for the biannual Volunteer Appreciation events. Opportunities to connect with fellow volunteers were also valued, fostering a strong sense of community and shared purpose. Encouragingly, volunteers expressed strong satisfaction (8/10) and a high likelihood of continued involvement (7/10), reflecting a committed and engaged volunteer community.

Volunteering with DSA continues to have a meaningful personal impact, as seen from the reflections below, shared by volunteers across various programmes and roles.



“I constantly look forward to the days I’m volunteering. It has filled my life with a sense of fulfilment and purpose.”

— Inshirah Lim, DSA volunteer supporting in the kidsREAD Enrichment Programme



“My time volunteering with the Down Syndrome Association has been enriched with laughter, unexpected joy, and many meaningful memories. The learners constantly remind me to celebrate small wins, stay present, and not take life too seriously. Their honesty, energy, and random funny moments always brighten my day. It’s also been a privilege meeting so many genuinely kind and patient staff and volunteers who bring supportive and positive energy to every session. Spending time with everyone has reminded me that joy and meaning are often found in the smallest moments.”

— Inshirah Lim, DSA volunteer supporting in the kidsREAD Enrichment Programme



“Volunteering with the Down Syndrome Association over the past two years has been one of the most meaningful experiences of my life. From helping at merchandise booths during fundraising weekends, to supporting the performers backstage at the Gala Dinner, to spending Saturday afternoons reading and doing activities with the children through the Kids Read programme - each moment has reminded me why community matters.

What I did not expect was how much I would receive in return. The warmth, joy, and determination shown by the persons with Down syndrome I have had the privilege of working alongside have genuinely shifted my perspective on what it means to live fully and wholeheartedly. They have taught me far more than I could ever offer them. I am deeply grateful to DSA for creating these opportunities - not just for the individuals and families they serve, but for volunteers like me who leave every session feeling inspired.”

— Mark Khng, DSA volunteer supporting in the kidsREAD Enrichment Programme and ad-hoc volunteering opportunities



The feedback reflects a committed and engaged volunteer base, whose contributions continue to support DSA’s mission while fostering a meaningful and enriching experience for all involved.



A VOLUNTEER'S JOURNEY : THROUGH THE EYES OF UNCLE TAN



Contributor:
Mr Tan,
DSA volunteer
supporting in
the Adult
Enhancement
Programme (AEP)

“When I first signed up to volunteer with the Adult Enhancement Programme (AEP), I wasn’t quite sure what to expect. Wanting to keep things simple, I introduced myself on Day One by saying, ‘Call me Uncle Tan.’

What began as a practical choice quickly turned into the start of a meaningful personal journey. These days, my Wednesdays are always an adventure. On the first and third Wednesdays of each month, we head out for Community Integration outings. On the others, we stay in for baking and cooking sessions — egg tarts and ham fried rice have been clear favourites!

Community Integration gives learners real-world opportunities to develop social skills for everyday life. Whether it’s taking the MRT, waiting for the bus, or navigating busy hawker centres, every outing offers valuable experiences. Along the way, I’ve also discovered parts of Singapore I might never have explored on my own.

One of the most memorable moments was seeing a learner offer his seat to an elderly commuter on the train — a simple but powerful reflection of our learners’ growing empathy and awareness.

These excursions also nurture independence. Learners plan their own lunch on a \$10 budget, decide what to eat, and practice ordering, paying, and checking their change. However, beyond practical skills, these sessions build something just as important — teamwork and respect. Learners support one another and form genuine friendships. Through their eyes, I’ve come to see the world differently, and I hope I’ve played a small part in their growth too.

Just the other day, one of them asked me, “Uncle Tan, where are we going for our outing next week?” I don’t have the answer yet — but I know I’ll be looking forward to whatever comes next.”

11. Fundraising

Key Outcomes and Impact

- 5 fundraising campaigns
- 4 fundraising events
- 1,788 individual and corporate donors and sponsors engaged
- Total of \$1,459,103 raised

FUNDRAISING EVENTS

WORLD DOWN SYNDROME DAY

DSA's annual World Down Syndrome Day (WSDS) celebrations brought together over 800 participants and supporters at One Punggol on Saturday, 15 March 2025, in a vibrant celebration of inclusion and community spirit.

Aligned with this year's WSDS theme, "Improve Our Support Systems. Empower Every Life.", the event underscored DSA's continued commitment to strengthening support networks for persons with Down syndrome and their families. It highlighted the collective role of caregivers, trainers, employers, volunteers, and the wider community in fostering inclusion and recognising the strengths of every individual.

Alongside the carnival, DSA's "Rock Your Socks" campaign returned for its sixth consecutive year, raising awareness of Down syndrome in a fun and engaging way. The campaign encourages the public to wear mismatched and colourful socks, symbolising the beauty and uniqueness of individuals with Down syndrome. This year, three(3) new designs featuring artwork by learners from DSA's Visual Arts Enrichment Programme were introduced.

We would like to express our sincere appreciation to all who contributed to the success of WSDS 2025. The unwavering support of our donors, partners, and participants continues to make a meaningful difference to our community. Together, let us continue to support, uplift, and celebrate the talents and achievements of individuals with Down syndrome, as we build a more inclusive and empowering society for all.



CHARITY MOVIE

Held over two weekends, DSA hosted its Charity Movie with a series of screenings of Karate Kid: Legends at Golden Village, Suntec on 6, 7, and 14 June 2025. The event brought together over 500 members, families, and supporters in a shared experience of entertainment and community bonding.

The opening night was particularly meaningful, with learners from the Adult Enhancement Programme (AEP) attending alongside their families. Their presence, together with the strong support from DSA members and partners, contributed to a warm and inclusive atmosphere. The screenings provided an enjoyable and enriching opportunity for families to come together, creating moments of joy, connection, and shared memories.

Proceeds from the event will go towards supporting DSA's programmes and services for individuals with Down syndrome and their families, enabling the organisation to continue delivering impactful initiatives.

MYSTIQUE – DSA'S ANNUAL CHARITY GALA DINNER

DSA proudly hosted its annual charity gala dinner, Mystique 2025, on 6 September at the Shangri-La Singapore bringing together over 350 partners, supporters, and members of the community for an evening dedicated to celebrating inclusion and impact. Building on the success of previous editions, the event continued to serve as a key platform for raising vital funds and increasing awareness of the abilities and achievements of individuals with Down syndrome.

The theme of the event "Hidden Capes, Open Hearts" celebrates the often-unseen champions supporting individuals with Down syndrome throughout their lives. In addition to their caregivers, we would like to acknowledge educators, trainers, volunteers, and all who have touched the lives of each of our beneficiaries, one way or another, on the journey with them.

The event featured over 60 performers from various DSA's Enrichment Programmes, each contributing to a vibrant and inspiring showcase of talent. Their collective dedication and months of preparation were evident throughout the evening, as they took to the stage with confidence and pride. This strong participation underscored the depth of talent within the DSA community and highlighted the importance of providing platforms for self-expression and growth.

Mystique 2025 was made possible through the generous support of donors, sponsors, volunteers, and the families of our performers. Their unwavering contributions played a vital role in the success of the event and in furthering DSA's desire to build a more inclusive and supportive society.

Funds raised from the event will go towards sustaining and enhancing DSA's programmes and services, empowering individuals with Down syndrome in their continued journey of development and achievement. Beyond fundraising, the event also strengthened community bonds and fostered a deeper sense of belonging and pride among all present, underscoring the enduring importance of inclusion and collective support.





DSA continued to strengthen community support through a series of fundraising initiatives and signature events that brought together partners, sponsors, volunteers and members in celebration of inclusion and empowerment.



OTHER FUNDRAISING ACTIVITIES

DSA MERCHANDISE

DSA creates various merchandise from our beneficiaries' artworks and designs. In addition to showcasing their talents, the items are sold to raise funds to support DSA's programmes and services. In 2025, the sales of DSA merchandise totalled \$61,185 through 26 events visited by 10,121 members of the public and 17 corporate orders of merchandise and artworks.

	Date	Event / Organisation
1	15 Mar 2025	WDSO 2025
2	21 Mar 2025	Morgan Stanley
3	9 May 2025	Hwa Chong Institution Mother's Day Booth
4	16 May 2025	Jurong West Secondary School
5	31 May 2025 – 1 Jun 2025	Pasar Pink
6	6, 7, 14 Jun 2025	DSA Charity Movie 2025
7	4 & 5 Jul 2025	DSA Open House 2025
8	28 Jul – 3 Aug 2025	Shaping Hearts by NE CDC
9	8 Aug 2025	Sunflower Preschool Pasir Ris
10	19 Aug 2025	Restaurant Labyrinth
11	30 Aug 2025	Keppel Charity Golf
12	6 Sep 2025	Mystique 2025
13	18 Sep 2025	Singapore Venture & Private Capital Association Dinner 2025
14	27 Sep 2025	DBS Bank Engagement
15	15 Oct 2025	Keysight by The Happiness Academy
16	16 Oct 2025	Singapore Venture & Private Capital Association 'Golf Day' 2025
17	16 Oct 2025	Standard Chartered Long Service Award
18	18 Oct 2025	A Carnival of Stories by Me2 Centre
19	25 Oct 2025	Purple Parade 2025
20	28 – 29 Oct 2025	Mount Alvernia Retail Pharmacy
21	12 Nov 2025	Symrise by The Happiness Academy
22	16 & 22 Nov 2025	Shaping Hearts @ Punggol Digital District
23	28 – 30 Nov 2025	55th Singapore Nationals & 10th National Youth Championships
24	29 Nov 2025	Stevens Residents' Network Christmas Bazaar
25	4 & 5 Dec 2025	Art Faculty @ Enabling Village
26	6 Dec 2025	i'mable Gift Market

DSA DONATION BOXES

DSA donation boxes are placed at various locations to collect donations from the public. In 2025, the donation boxes were placed at Eight (8) locations and collected a total of \$8,103. We would like to express our appreciation to the following partners for supporting the placement of DSA donation boxes.

- Denzy Gelato
- DSA Bishan Centre
- DSA Telok Blangah Centre
- Good Combo Hotpot & BBQ (Chinatown)
- Good Combo Hotpot & BBQ (Kinex)
- NTUC FairPrice (Bedok)
- NTUC FairPrice (Hougang 1)
- NTUC FairPrice (Woodlands 888)

DONOR ACKNOWLEDGEMENT

We would like to thank our donors who supported us in 2025 as follows:



\$100,000 & above

- Butterfield Trust (Asia) Limited



\$50,000 & above

- HCS Engineering Pte Ltd
- Lee Foundation
- Overseas Family School
- Tow Heng Tan



\$10,000 & above

- Bengawan Solo Ptd Ltd
- Enova Electrical Pte Ltd
- International Refreshment Singapore Pte. Ltd.
- PS Energy Pte Ltd
- Ngee Ann Kongsi
- Singapore Rubber Millers Association
- TCG Construction Pte Ltd
- The Dynamic Story Pte. Ltd.
- Vita Green Waste Management
- Walta Technologies (S) Pte. Ltd.
- Woh Hup (Private) Limited
- Yardi Singapore Pte. Ltd.
- Chia Song Hwee
- Chuah Kee Heng
- Dilhan Pillay Sandrasegara
- Ho Ching
- Lim Chee Hwee
- Ng Lee Ching
- Tee Jia Min



\$5,000 & above

- | | |
|--|---|
| <ul style="list-style-type: none"> • Allalloy Dynaweld Pte Ltd • CFO Resources Pte Ltd • Chen Holdings Private Limited • Hong Leong Foundation • JR Life Sciences Pte Ltd • JS Pte Ltd • Labyrinth Food (Pte) Ltd • Pavilion Capital International Pte Ltd • Pei Hwa Foundation Limited • Puat Jit Buddhist Temple • Spax Engineering Pte Ltd • Stryker Singapore Pte Ltd • Unity Assurance PAC • Amit Malhotra • Ang Kok Keong • Anthony Neo Aik Chye • Chan Geck Kow • Chee Teng Hao, Timothy • Choo Chiau Beng • Chow Wan Thong | <ul style="list-style-type: none"> • Denise Phua Lay Peng • Elizabeth Khoo • Geraldine Tan Wei Geok • Kan Wei Kit • Kelvin Chua Kwee Chin • Kwek Eik Sheng • Lia Delvia Marahusin • Mavis Khoo Bee Geok • Norman Ho • Rajeswari D/O Moothathamby • Rebecca Goh Hui En • Seow Wan Yew • Stephanie Yeo Li Ming • Tan Lee Kian |
|--|---|



12. Communications

DSA was featured in more than a dozen media outlets during the year.



Key Outcomes and Impact

- Coverage in various media platform with total circulation of 22,355,400 and PR value of \$672,395
- 13 media organisations engaged

The EFC achieved widespread media coverage with an estimated PR value of \$672,395 and total circulation reach of 22,355,400.

Coverage and media support included prominent outlets such as CNA, Mediacorp Channel 5, Mediacorp Channel 8, HoneyKids Asia, Shin Min Daily News, 8world, Expat Living, Alvinology, Wellness Insider, and radio station Kiss92fm.

The organisation also garnered significant social media visibility through participation in key community initiatives and events,

including Fashion For All, Special Olympics Singapore, and World Down Syndrome Day.

DSA collaborated with Platinum Angels Models, Fashion for All, and Pasar Pink to broaden visibility and community reach. These strategic partnerships strengthened our public relations efforts by creating compelling stories, increasing media interest, and providing meaningful platforms to showcase the talents and contributions of persons with Down syndrome.

Through joint events, public activations, and outreach initiatives, DSA engaged diverse audiences while fostering greater awareness and understanding of inclusion. The collective support of our partners amplified our messaging, enhanced stakeholder engagement, and generated positive public sentiment, helping to position our initiatives as a meaningful contribution towards a more inclusive society.

MEDIA ORGANISATIONS ENGAGED



- CNA News
- Channel 5 news
- Channel 8 news
- 8world
- Honeykids
- Alvinology
- a+ Magazine print
- Eglobal Travel Media
- Expat Living
- Kiss92fm
- Wellness Insider
- Shinmin
- Honeycombers

消息站



三名唐氏综合征模特儿参与走秀。

强调多元包容的“Fashion For All”时装节，今年与新加坡唐氏综合征协会（Down Syndrome Association Singapore）合作，来临周五（6日）晚上7时在“设计·乌节”（Design Orchard）举行年度时装秀。

今年的时装秀有三名唐氏综合征模特儿参与，其中一名模特儿汤姆（Tom Dhaynaut）对于新尝试感到兴奋不已，“我感到充满自信和自豪，我要大家知道我们有能力做任何事。”

除了时装秀，公众也可在本月6日和7日，通过于新达城Golden Village举行的《功夫小子：传奇》（Karate Kid: Legends）慈善电影放映会，表达对唐氏综合征协会的支持。活动收益所得将用于资助协会，为逾700名会员提供日常服务。协会希望活动能筹得10万元善款。

有兴趣者，可上网https://downsyndrome-singapore.org/了解活动详情。

图 / 主办方提供



慈善电影放映会。

SG Mama Nurjihan: “They don't look like they have Down syndrome” Is Not A Compliment



To celebrate World Down Syndrome Day on 21 March, we share FAQs on Down syndrome, personal stories from mamas and Nurjihan shares respectful communication towards children with Down syndrome.

World Down Syndrome Day, a global event to raise awareness and exemplify the abilities of persons with Down syndrome, falls on 21 March. The theme this year is “End the Stereotype” and we just love the adverb “Assure That Car” (into worth it if you haven't already) that has been released for the campaign. We want to help raise awareness of how to support those with Down syndrome so we list out the answers to the most commonly asked questions about Down syndrome, ways in which you can lend support and we get firsthand tips from a Singaporean mama, Nurjihan on how to respectfully communicate with children with DS.

- Jump to:
- Fast Facts about Down syndrome
- Respectful communication towards children with Down syndrome (and their mamas)
- Read personal stories from mamas of kids who have Down syndrome
- Ways that you can support Down syndrome awareness

Respectful communication towards children with Down syndrome (and their mamas)



Down Syndrome Stars Shine at Fashion for All. Includes a photo of a theater audience and social media sharing icons.



Up & About

To launch a global awareness program, the Down Syndrome Association Singapore brought together friends, families, advocates, and supporters for a community walk and concert at the Singapore Sports Complex.

For more ways to show support, visit https://downsyndrome-singapore.org/

DSA enjoyed widespread media coverage across television, print, digital and social media platforms throughout the year, helping to raise awareness, strengthen community engagement and amplify conversations around inclusion and support for individuals with Down syndrome.



13. Financial Statements

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

DOWN SYNDROME ASSOCIATION (SINGAPORE)

UEN: S96SS0170K

FINANCIAL STATEMENTS FOR THE
FINANCIAL YEAR ENDED
31 DECEMBER 2025



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STATEMENT BY BOARD OF MANAGEMENT

For the financial year ended 31 December 2025

1 OPINION OF THE BOARD OF MANAGEMENT

In the opinion of the Board of Management,

- (i) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of Down Syndrome Association (Singapore) (the "Association") as at 31 December 2025 and the financial activities, changes in funds and cash flows of the Association for the financial year ended on that date; and
- (ii) at the date of this statement there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.
- (iii) the accounting and other records required by the above regulations to be kept by the Association have been properly kept in accordance with the provisions of Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and Charities Accounting Standard ("CAS");
- (iv) the use of donation monies are in accordance with the objectives of the Association as required under regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (v) the Association has complied with regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

2 BOARD OF MANAGEMENT

The Board of Management of the Association in office at the date of this report are:

Chairperson	Mr Jonathan Seow Wei Peng
Deputy Chairperson	Mr Chan Wing Git
Honorary Secretary	Mr Khairul Alam Bin Mohd Zaini
Honorary Treasurer	Mr Simon Soh Zhao Kun
Member	Mr Adrian Foo Qijing
Member	Mr Ang Peng Kwee
Member	Ms Helena Oh Hui Jun
Member	Mr Moses Teh Chu Tak
Member	Mr Nicholas Cheam Thau Fatt
Immediate Past Chairperson	Mr Alex Yan Chun We

STATEMENT BY BOARD OF MANAGEMENT

For the financial year ended 31 December 2025

3 INDEPENDENT AUDITOR

Kreston Helmi Talib PAC has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Management

Signed by:



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Mr Jonathan Seow Wei Peng
Chairperson


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Mr Khairul Alam Bin Mohd Zaini
Honorary Secretary

Signed by:



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Mr Simon Soh Zhao Kun
Honorary Treasurer

Date: 6 April 2026



INDEPENDENT AUDITOR'S REPORT

TO THE BOARD OF MANAGEMENT OF DOWN SYNDROME ASSOCIATION (SINGAPORE)

Report on the Financial Statements

Opinion

We have audited the accompanying financial statements of DOWN SYNDROME ASSOCIATION (SINGAPORE) (the "Association"), which comprise the balance sheet of the Association as at 31 December 2025, the statement of financial activities, statement of changes in funds and statement of cash flows for the financial 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 Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard ("CAS"), so as to give a true and fair view of the financial position of the Association as at 31 December 2025 and of the financial performance, changes in funds and cash flows of the Association 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 Association 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 Statement by Board of Management set out on pages 1 to 2.

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

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

Responsibilities of Management and Board of Management for 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 Societies Act, Charities Act and CAS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Association'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 Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association'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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association'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 Association 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.

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

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,

- (a) the accounting and other records required to be kept by the Association have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (b) the fund-raising appeals held during the financial year ended 31 December 2025 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeals.

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

- (a) the Association 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 Association has not complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Signed by:

Kreston Helmi Talib PAC

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KRESTON HELMI TALIB PAC

Public Accountants and
Chartered Accountants

Singapore

Date: 6 April 2026

Partner-in-charge : See John Kuan
PA No. : 01506

DOWN SYNDROME ASSOCIATION (SINGAPORE)

UEN: S96SS0170K

STATEMENT OF FINANCIAL ACTIVITIES

As at 31 December 2025

	Note	2025			2024
		Unrestricted	Restricted	Total	Total
		<u>Funds</u> SGD	<u>Funds</u> SGD	<u>Funds</u> SGD	<u>Funds</u> SGD
<u>Income</u>					
Income from generated fund					
- Voluntary income		1,120,250	319,891	1,440,141	1,320,495
- Activities for generating funds		954,493	-	954,493	783,350
- Investment income		75,164	-	75,164	140,197
Income from charitable activities		308,604	11,280	319,884	291,393
Other income		56,343	-	56,343	67,847
Total Income		2,514,854	331,171	2,846,025	2,603,282
<u>Expenditure</u>					
Cost of generating voluntary income		(50,982)	-	(50,982)	(19,141)
Cost of generating funds		(335,903)	-	(335,903)	(275,004)
Cost of charitable activities		(1,386,771)	(559,049)	(1,945,820)	(1,776,879)
Governance costs		(367,061)	-	(367,061)	(393,999)
Total expenditure		(2,140,717)	(559,049)	(2,699,766)	(2,465,023)
NET SURPLUS (DEFICIT) FOR THE FINANCIAL YEAR	5	374,137	(227,878)	146,259	138,259

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

DOWN SYNDROME ASSOCIATION (SINGAPORE)

UEN: S96SS0170K

BALANCE SHEET

As at 31 December 2025

	Note	<u>2025</u> SGD	<u>2024</u> SGD
Assets			
Current assets			
Cash and cash equivalents	9	2,408,562	2,515,811
Trade and other receivables	10	447,333	349,502
Investment in financial assets	11	3,198,070	2,954,580
Total current assets		<u>6,053,965</u>	<u>5,819,893</u>
Non-current asset			
Plant and equipment	12	88,556	106,700
Total non-current assets		<u>88,556</u>	<u>106,700</u>
Total assets		<u>6,142,521</u>	<u>5,926,593</u>
Liabilities and funds			
Liabilities			
Current liabilities			
Payables	13	367,978	298,309
Total current liabilities		<u>367,978</u>	<u>298,309</u>
Total liabilities		<u>367,978</u>	<u>298,309</u>
Funds			
Unrestricted Fund - General fund		5,665,943	5,512,743
Restricted funds	14	108,600	115,541
Total funds		<u>5,774,543</u>	<u>5,628,284</u>
Total liabilities and funds		<u>6,142,521</u>	<u>5,926,593</u>

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

STATEMENT OF CHANGES IN FUNDS

As at 31 December 2025

	Total Unrestricted <u>Funds</u> SGD	Total Restricted <u>Funds</u> SGD	<u>Total Funds</u> SGD
Balance at 31 December 2023	5,357,681	132,344	5,490,025
Net surplus (deficit) for the financial year	459,540	(321,281)	138,259
Gross transfer (to) from funds	(304,478)	304,478	-
Balance as at 31 December 2024	<u>5,512,743</u>	<u>115,541</u>	<u>5,628,284</u>
Net surplus (deficit) for the financial year	374,137	(227,878)	146,259
Gross transfer (to) from funds	(220,937)	220,937	-
Balance as at 31 December 2025	<u>5,665,943</u>	<u>108,600</u>	<u>5,774,543</u>

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

STATEMENT OF CASH FLOWS

As at 31 December 2025

	Note	<u>2025</u> SGD	<u>2024</u> SGD
Cash flows from (used in) operating activities			
Net surplus for the financial year		146,259	138,259
Adjustments for:			
Depreciation of plant and equipment	12	51,905	52,630
Gain on disposal of investment		(42,376)	(100,785)
Interest income		(32,788)	(39,412)
Total adjustments to statement of financial activities account		<u>(23,259)</u>	<u>(87,567)</u>
Total operating cash flows before changes of working capital		123,000	50,692
Changes in working capital			
Increase in trade and other receivables		(92,540)	(33,183)
Increase in payables		69,669	86,715
Total changes in working capital		<u>(22,871)</u>	<u>53,532</u>
Cash generated from operations		100,129	104,224
Interest income received		27,497	39,412
Net cash flows from operating activities		<u>127,626</u>	<u>143,636</u>
Cash flows from (used in) investing activities			
Proceeds from redemption of investment assets		2,996,956	3,065,202
Purchase of investment assets		(3,198,070)	(2,954,580)
Purchase of plant and equipment		(33,761)	(8,720)
Net cash flows (used in) from investing activities		<u>(234,875)</u>	<u>101,902</u>
Net (decrease) increase in cash and cash equivalents		(107,249)	245,538
Cash and cash equivalents at beginning of financial year		2,515,811	2,270,273
Cash and cash equivalents at end of financial year	9	<u>2,408,562</u>	<u>2,515,811</u>
Net cash flows			
Net cash flows from operating activities		127,626	143,636
Net cash flows (used in) from investing activities		<u>(234,875)</u>	<u>101,902</u>

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

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

1 ASSOCIATION'S INFORMATION

DOWN SYNDROME ASSOCIATION (SINGAPORE) (the "Association") registered office is located at Junction 8 (Office Tower) 9 Bishan Place, #09-01, Singapore 579837. The Association was registered as a Charity on 17 January 1997 under the Charities Act 1994 and has been accorded the status of an Institution of a Public Character ("IPC") from 1 August 2025 to 31 July 2028.

The financial statements of the Association for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Board of Management as at the date of the Statement by Board of Management.

The principal activities of the Association are to develop individuals with Down syndrome through lifelong learning and social integration, support families through specialist services, information and education and advocate for equal opportunities, quality of life and their contribution to society.

2

MATERIAL ACCOUNTING POLICY INFORMATION

2.1

Basis of preparation

The financial statements of the Association are prepared in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and Charities Accounting Standard ("CAS"). The financial statements are prepared under the historical cost basis, except as disclosed in the accounting policies below.

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. All these judgments, estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may ultimately differ from those estimates.

2.2

The financial statements are expressed in Singapore Dollar ("SGD" or "\$") which is the functional currency of the Association.

Changes in accounting policies

The accounting policies adopted are consistent with those used in the previous financial year.

2.3

Plant and equipment

Plant and equipment are stated at cost less accumulated depreciation. All items of plant and equipment are initially recorded at cost.

The initial cost of plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Any trade discounts and rebates are deducted in arriving at purchase price. Expenditure incurred after the plant and equipment have been put into operation, such as repairs and maintenance and overhaul costs, is normally charged to the statement of financial activities in the period in which the costs are incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of plant and equipment beyond its originally assessed standard of performance, the expenditure is capitalised as an additional cost of plant and equipment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)**2.3 Plant and equipment (Continued)**

Depreciation is calculated on a straight-line basis to allocate the cost of the assets less residual values over their estimated useful lives. The estimated useful lives are as follows:

	<u>Years</u>
Computer, office equipment and IT Laboratory	- 5
Furniture and fittings	- 5
Renovation	- 5

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

An item of plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in the statement of financial activities in the year the plant and equipment is de-recognised.

2.4 Impairment of non-financial assets

The Association assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment assessment for an asset is required, the Association 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 recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in income and expenditure.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of financial activities.

2.5 Financial assets

Financial assets are any asset that is either cash or equity instrument of another entity of which the Association has a contractual right:

- To receive cash or another financial asset from another entity; or
- To exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the Association.

Financial assets are recognised on the balance sheet when, and only when, the Association becomes a party to the contractual provisions of the financial instrument.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATON (Continued)

2.5 Financial assets (Continued)

Financial assets are measured initially at the transaction price excluding transaction costs. Transaction costs shall be recognised as expenditure in the statement of financial activities as incurred. Subsequent to initial measurement, financial assets are measured at cost less any accumulated impairment losses.

The Association classifies its financial assets into the following categories:

(a) Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand, bank balances and fixed deposits placed with financial institutions.

(b) Receivables

Receivables are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities.

Receivables mainly comprise of government funding receivables, prepayments, deposits, prepayments and other receivables.

Government funding receivables and other receivables comprise of receivables where amounts are recognised as income for the year but received subsequent to the financial year end. Deposits are placed for the rental of premises, utilities and use of service. These will be refunded when facilities are cancelled or returned. Prepayments comprise of payments made for services not rendered in the current financial year.

(c) Investment assets

Investment assets are recognised only when it becomes a party to the contractual provision of the instrument. The Association measures an investment in a financial asset initially at the transaction price excluding transaction costs, if any, which shall be recognised as expenditure immediately in the statement of financial activities.

Subsequent to initial measurement, investments in financial assets are measured at cost less any accumulated impairment losses. Investment in financial assets will not be measured at fair value subsequent to initial recognition.

2.6 Impairment of financial assets

At the end of each reporting period, the Association shall assess whether there is objective evidence of impairment of its financial assets. If there is objective evidence of impairment (including significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates), the Association shall recognise an impairment loss (i.e. expenditure) immediately in the statement of financial activities.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.6 Impairment of financial assets (Continued)

Objective evidence that a financial asset or group of financial assets is impaired includes observable data that comes to the attention of the Association about the following loss events:

- (i) Significant financial difficulty of the debt/bond issuer or obligor.
- (ii) A breach of contract, such as a default or delinquency in interest or principal payments.
- (iii) The creditor, for economic or legal reasons relating to the debtor's financial difficulty, granting to the debtor a concession that the creditor would not otherwise consider.
- (iv) It has become probable that the debtor will enter bankruptcy or other financial re-organisation.
- (v) Observable data indicating that there has been a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition of those assets, even though the decrease cannot yet be identified with the individual financial assets in a group, such as adverse national or local economic conditions or adverse changes in industry conditions.

An impairment loss is only reversed to the extent that the assets' carrying amount of the financial asset (net of any allowance account) that exceeds what the carrying amount would have been had the impairment not previously been recognised. The Association shall recognise the amount of the reversal in the statement of financial activities immediately.

2.7 Financial liabilities

Financial liabilities are recognised as soon as there is a present legal or constructive obligation to the expenditure. Liabilities arise when there is a present obligation to make a transfer of value to another party as a result of past transaction or event.

2.8 Provisions

Provisions are recognised when the Association has a present obligation (legal or constructive) as a result of past events where it is probable that it will result in an outflow of economic benefits to settle the obligation and the amount of the obligation can be estimated reliably. The amount of provision recognised is the best estimate of the expenditure required to settle the obligation at the reporting date. The best estimate of the expenditure required to settle the obligation is the amount that would rationally be paid to settle the obligation at the reporting date or to transfer it to a third party.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation at the reporting date. Any adjustments to the amounts previously recognised shall be recognised as expenditure in the statement of financial activities unless the provision was originally recognised as part of the cost of an asset.

2.9 Employee benefits

(a) *Defined contribution plans*

The Association 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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.9 Employee benefits (Continued)

(b) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled wholly before twelve months after the end of the reporting period is recognised for services rendered by employees up to the end of the reporting period.

2.10 Operating leases

Leases are classified as operating leases when the lessor effectively retains substantially all the risks and benefits of ownership of the leased item. Operating lease payments are recognised as an expense in the statement of financial activities on a straight-line basis over the lease term.

The aggregate benefit of incentives provided by the lessor is recognised as a reduction of rental expense over the lease term on a straight-line basis.

2.11 Funds

(a) *Unrestricted fund*

The Association classifies general fund as unrestricted fund.

Unrestricted fund is available for use at the discretion of the Board of Management in furtherance of the general objectives of the Association.

(b) *Restricted fund*

Restricted funds are funds subject to specific funded programmes by government, donors and charity bodies, but still within the wider objects of the Association.

Restricted funds may only be utilised in accordance with the purposes established by the sources of such funds and are in contrast with unrestricted funds over which the Board of Management retains full control to use in achieving its institutional purposes.

The Association classifies the following funds as restricted funds:

- Assistive Technology Fund
- DSA Financial Assistance Fund
- Enabling Lives Initiative Fund
- I'mable Public Education Fund
- Kluber Fund
- Mediacorp Enabling Fund
- President's Challenge 2023 – Caregivers Support Programme
- President's Challenge 2023 – Empowering For Life Fund ("PC – ELF")
- President's Challenge 2025 – Community Care Connect
- Tote Board Social Service Fund ("TBSSF")
- UA Stewart Fund
- UOB Educational Programme Fund
- UOB Visual Arts Fund

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATON (Continued)

2.12 Income recognition

Income shall be recognised in the statement of financial activities when the effect of a transaction or other event results in an increase in the Association's net assets.

The following factors must also be met before income is recognised:

(a) Entitlement

The Association has control over the rights or other access to the resource, enabling the Association to determine its future application;

(b) Certainty

It is probable that the income will be received; and

(c) Measurement

The amount of the income can be measured by the Association with sufficient reliability.

The following specific recognition criteria must also be met before income is recognised:

(a) *Income from generated funds*

- Voluntary income in the form of donations are recognised when received with unconditional entitlement to the receipts.
- Donation-in-kind is recognised as donation income, reflecting the estimated value of the donated items, provided that this value can be reasonably and reliably estimated.
- Fund generating activities include income generated by fundraising events specifically to raise funds for the Association.
- Investment income comprised of interest earned from fixed deposits placed with banks, recognised on accrual basis.

(b) *Income from charitable activities*

Comprised of government subventions and grants for the programmes run by the Association. These are recognised as income according to the terms of the funding agreements, on an accrual basis with unconditional entitlement to the receipts.

(c) *Other income*

Comprised of government credits and rental rebates and are recognised as and when received.

2.13 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 are 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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

2 MATERIAL ACCOUNTING POLICY INFORMATON (Continued)

2.13 Recognition of expenditures (Continued)

(a) *Classification*

Costs of generating funds

These comprise costs which are associated with generating income from all sources, separate from those costs incurred in undertaking charitable activities.

Charitable activities

Costs of charitable activities comprise resources applied by the Association in undertaking its works to meet its charitable objectives. Such costs include the direct costs of the charitable activities together with those support costs incurred that enable these activities to be undertaken.

Governance costs

Include the costs of governance arrangements, which relate to the general running of the Association as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. These activities provide the governance infrastructure, which allows the Association to operate, and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the Association.

(b) *Allocation of cost*

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;
- Headcount i.e. on the number of people employed within an activity; and
- Total expenditure.

3 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Association's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of income, expenditure, 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.

Key sources of estimation uncertainty

Useful lives of plant and equipment

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 5 to 10 years. The carrying amount of the Association's plant and equipment are disclosed in Note 12 to the financial statements. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

4 RELATED PARTY DISCLOSURES

The following are significant transactions between the Association and its related party that took place during the financial year. The effects of these transactions are reflected in the financial statements on the basis determined between the parties. CAS defines a related party as including all of the following:

A person or a close member of that person's family is related to the Association if that person:

- i. Has control or joint control over the Association;
- ii. Has significant influence over the Association; or
- iii. Is a governing board member, trustee or member of the key management personnel of the Association.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Association, directly or indirectly, including governing board members and key officers of the Association.

The board members who performed their board responsibilities did not receive remuneration, or other benefits, for their services to the Board and the Association.

Key management personnel compensation:

There was 1 key management personnel who was a staff of the Association in 2025 (2024: 2). The staff does not serve on the Board of the Association.

	<u>2025</u> SGD	<u>2024</u> SGD
Short-term employment benefits (including salaries)	178,421	170,851
Post-employment benefits (including CPF contribution)	17,341	18,476
Annual remuneration	<u>195,762</u>	<u>189,327</u>
Annual remuneration		
- \$100,000 and below	-	1
- \$100,001 to \$200,000	1	1
- \$200,001 and above	-	-
No. of key management personnel	<u>1</u>	<u>2</u>

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NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds		Restricted Funds			
	General Fund SGD	DSA Financial Assistance Fund SGD	Enabling Lives Initiative Grants SGD	Kluber Fund SGD	PC 2025 - Community Care Connect SGD	PC 2023 - Empowering for Life Fund SGD
Income						
Income from generated fund						
<u>Voluntary income</u>						
Donation-in-kind	42,000	-	-	-	-	-
Donations - Tax exempt	48,156	-	-	-	-	-
Donations - Non-tax exempt	8,455	-	-	-	-	-
Donation box	8,176	-	-	-	-	-
Donor management - Tax exempt	54,500	-	-	-	-	-
Donor management - Non-tax exempt	72,850	-	-	-	-	-
Enabling Lives Initiative Grants	-	-	-	-	-	-
Membership Fee	3,985	-	-	-	-	-
NCSS Grants	22,388	-	-	-	-	-
Online donations - Tax exempt	295,943	-	-	-	-	-
Online donations - Non-tax exempt	21,862	-	-	-	-	-
Other grants	49,029	-	-	-	-	-
President's Challenge	-	-	-	-	90,000	76,714
Restricted donor management	-	-	-	-	-	-
SG Enable Fund	-	-	-	-	-	-
Tote Board Social Service Fund	492,906	-	-	-	-	-
	<u>1,120,250</u>	-	-	-	<u>90,000</u>	<u>76,714</u>
Activities for generating funds						
Fundraising income	881,278	-	-	-	-	-
Sales	73,215	-	-	-	-	-
	<u>954,493</u>	-	-	-	-	-
Investment income						
Interest income	32,788	-	-	-	-	-
Gain on disposal of investment	42,376	-	-	-	-	-
	<u>75,164</u>	-	-	-	-	-
Income from charitable activities			11,280	-	-	-
Programme fees - charitable activities	308,604	-	-	-	-	-
Other income	56,343	-	-	-	-	-
Total income	<u>2,514,854</u>	-	<u>11,280</u>	-	<u>90,000</u>	<u>76,714</u>

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds					2025	2024
	IBSSE SGD	UA Stewart Fund SGD	UOB Educational Programme Fund SGD	UOB Visual Arts Fund SGD	Total Restricted Funds SGD	Total SGD	Total SGD
Income (Continued)							
Income from generated fund							
<u>Voluntary income</u>							
Donation-in-kind	-	-	-	-	-	42,000	11,400
Donations - Tax exempt	-	-	-	-	-	48,156	63,297
Donations - Non-tax exempt	-	-	-	-	-	8,455	20,164
Donation box	-	-	-	-	-	8,176	11,696
Donor management - Tax exempt	-	-	-	-	-	54,500	127,200
Donor management - Non-tax exempt	-	-	-	-	-	72,850	87,545
Enabling Lives Initiative Grants	-	-	-	-	-	-	85,031
Membership Fee	-	-	-	-	-	3,985	3,958
NCSS Grants	-	-	-	-	-	22,388	7,002
Online donations - Tax exempt	-	-	-	-	-	295,943	213,391
Online donations - Non-tax exempt	-	-	-	-	-	21,862	22,090
Other Grants	-	-	-	-	-	49,029	35,518
President's Challenge	-	-	-	-	166,714	166,714	128,864
Restricted donor management	-	-	-	-	-	-	45,700
SG Enable Fund	-	-	-	-	-	-	5,722
Tote Board Social Service Fund	153,177	-	-	-	153,177	646,083	451,917
	<u>153,177</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>319,891</u>	<u>1,440,141</u>	<u>1,320,495</u>
<u>Activities for generating funds</u>							
Fundraising income	-	-	-	-	-	881,278	743,423
Sales	-	-	-	-	-	73,215	39,927
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>954,493</u>	<u>783,350</u>
<u>Investment income</u>							
Interest income	-	-	-	-	-	32,788	39,412
Gain on disposal of investment	-	-	-	-	-	42,376	100,785
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75,164</u>	<u>140,197</u>
Income from charitable activities							
Programme fees - charitable activities	-	-	-	-	11,280	319,884	291,393
Other income							
Total income	<u>153,177</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>331,171</u>	<u>56,343</u>	<u>67,847</u>
						<u>2,846,025</u>	<u>2,603,282</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted Funds		Restricted Funds			
	General Fund SGD	DSA Financial Assistance Fund SGD	Enabling Lives Initiative Grants SGD	Kiuber Fund SGD	PC-2025 - Community Care Connect SGD	PC-2023 - Empowering for Life Fund SGD
Expenditure						
Cost of generating voluntary income						
Donation-in-kind	42,000	-	-	-	-	-
Online service fee	8,982	-	-	-	-	-
	<u>50,982</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Cost of generating funds						
Advertising	120	-	-	-	-	-
Awareness and events activities	3,803	-	-	-	-	-
CPF contributions	21,606	-	-	-	-	-
Donor management expenses	5,000	-	-	-	-	-
Fundraising expenses	149,573	-	-	-	-	-
Medical expenses	-	-	-	-	-	-
Membership expenses	3,103	-	-	-	-	-
Merchandise	19,148	-	-	-	-	-
Miscellaneous expenses	18	-	-	-	-	-
Office furniture and fittings expenses	393	-	-	-	-	-
Postages and courier	91	-	-	-	-	-
Printing and stationery	249	-	-	-	-	-
Programme materials	802	-	-	-	-	-
Refreshment	48	-	-	-	-	-
Salaries, bonus and allowances	125,703	-	-	-	-	-
Subscription	1,472	-	-	-	-	-
Training and development	107	-	-	-	-	-
Transport and travel	1,817	-	-	-	-	-
Volunteers expense	2,850	-	-	-	-	-
	<u>335,903</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds				2025	2024
	IBSSE SGD	UA Stewart Fund SGD	UOB Educational Programme Fund SGD	UOB Visual Arts Fund SGD	Total SGD	Total SGD
Expenditure (Continued)						
Cost of generating voluntary income						
Donation-in-kind	-	-	-	-	42,000	11,400
Online service fee	-	-	-	-	8,982	7,741
					<u>50,982</u>	<u>19,141</u>
Cost of generating funds						
Advertising	-	-	-	-	120	2,000
Awareness and events activities	-	-	-	-	3,803	2,341
CPF contributions	-	-	-	-	21,606	15,118
Donor management expenses	-	-	-	-	5,000	14,659
Fundraising expenses	-	-	-	-	149,573	137,737
Medical expenses	-	-	-	-	-	70
Membership expenses	-	-	-	-	3,103	-
Merchandise	-	-	-	-	19,148	7,938
Miscellaneous expenses	-	-	-	-	18	2
Office furniture and fittings expenses	-	-	-	-	393	-
Postages and courier	-	-	-	-	91	156
Printing and stationery	-	-	-	-	249	1,209
Programme materials	-	-	-	-	802	33
Refreshment	-	-	-	-	48	106
Salaries, bonus and allowances	-	-	-	-	125,703	88,074
Subscription	-	-	-	-	1,472	1,364
Training and development	-	-	-	-	107	-
Transport and travel	-	-	-	-	1,817	1,505
Volunteers expense	-	-	-	-	2,850	2,692
					<u>335,903</u>	<u>275,004</u>

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted Funds		Restricted Funds			
	General Fund SGD	DSA Financial Assistance Fund SGD	Enabling Lives Initiative Grants SGD	Kluber Fund SGD	PC 2025 - Community Care Connect SGD	PC 2023 - Empowering for Life Fund SGD
Expenditure (Continued)						
Cost of charitable activities						
Accountancy fees	11,616	-	-	-	-	-
Bad debt expense	-	-	-	-	-	-
Computer and peripherals	18	-	-	-	-	-
CPF contributions	153,423	-	-	-	9,730	18,668
Depreciation of plant and equipment	20,088	-	-	-	-	-
Event licence and permits	400	-	-	-	-	-
External audit fees	-	-	2,616	-	-	-
Financial assistance expenses	2,009	16,125	-	-	-	-
Insurance	18,222	-	-	-	-	-
IT support	2,280	-	-	-	-	-
Medical expenses	438	-	-	-	-	-
Office furniture and fittings expenses	3,313	-	-	-	-	178
Other office expenses	-	-	-	-	-	-
Overseas expenses	-	-	-	-	-	-
Postages and courier	-	-	-	-	-	-
Printing and stationery	1,482	-	-	-	-	-
Programme materials	35,954	-	11,764	953	72	295
Refreshment	-	-	-	-	130	-
Rental	79,403	-	-	-	-	-
Rental of equipment	1,570	-	-	-	-	-
Repairs and maintenance	14,514	-	-	-	-	-
Salaries, bonus and allowances	906,934	-	42,120	-	66,790	113,840
Staff congratulations and condolences	-	-	-	-	-	-
Subscription fees	305	-	-	-	-	-
Telecommunication	7,083	-	-	-	-	-
Trainee expenses	428	-	-	-	-	-
Trainer salary and allowances	99,268	-	-	-	-	-
Training and development	4,512	-	-	-	-	-
Transport and travel	3,082	-	-	-	-	270
Utilities	20,429	-	-	-	-	-
	<u>1,386,771</u>	<u>16,125</u>	<u>56,500</u>	<u>953</u>	<u>76,722</u>	<u>133,251</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds						2025	2024
	IBSSF SGD	UA Stewart Fund SGD	UOB Educational Programme Fund SGD	UOB Visual Arts Fund SGD	Total Restricted Funds SGD	Total SGD	Total SGD	
Expenditure (Continued)								
Cost of charitable activities								
Accountancy fees	2,904	-	-	-	2,904	14,520	14,100	
Bad debt expense	-	-	-	-	-	-	2,050	
Computer and peripherals	-	-	-	-	-	18	-	
CPF contributions	26,318	-	-	-	54,716	208,139	184,447	
Depreciation of plant and equipment	9	-	-	-	9	20,097	18,299	
Event licence and permits	1,048	-	-	-	1,048	1,448	1,029	
External audit fees	-	-	-	-	2,616	-	-	
Financial assistance expenses	-	6,060	-	-	22,185	24,194	9,619	
Insurance	1,520	-	-	-	1,520	19,742	15,708	
IT support	568	-	-	-	568	2,848	6,527	
Medical expenses	-	-	-	-	-	438	140	
Office furniture and fittings expenses	11	-	-	-	189	3,502	979	
Other office expenses	-	-	-	-	-	-	166	
Overseas expenses	-	-	-	-	-	-	14,003	
Postages and courier	-	-	-	-	-	-	106	
Printing and stationery	264	-	-	-	264	1,746	1,785	
Programme materials	12,924	-	1,747	102	27,857	63,811	85,469	
Refreshment	1,192	-	-	-	1,322	1,322	1,505	
Rental	17,684	-	-	-	17,684	97,087	97,320	
Rental of equipment	314	-	-	-	314	1,884	1,884	
Repairs and maintenance	1,150	-	-	-	1,150	15,664	17,836	
Salaries, bonus and allowances	183,714	-	-	-	406,464	1,313,398	1,166,033	
Staff congratulations and condolences	-	-	-	-	-	-	1,890	
Subscription fees	-	-	-	-	-	305	-	
Telecommunication	1,538	-	-	-	1,538	8,621	8,536	
Trainee expenses	-	-	-	-	-	428	-	
Trainer salary and allowances	800	-	7,995	3,362	12,157	111,425	99,797	
Training and development	85	-	-	-	85	4,597	1,978	
Transport and travel	-	-	-	-	270	3,352	4,236	
Utilities	4,189	-	-	-	4,189	24,618	21,437	
	<u>256,232</u>	<u>6,060</u>	<u>9,742</u>	<u>3,464</u>	<u>559,049</u>	<u>1,945,820</u>	<u>1,776,879</u>	

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted Funds		Restricted Funds			
	General Fund SGD	DSA Financial Assistance Fund SGD	Enabling Lives Initiative Grants SGD	Kluber Fund SGD	PC 2025 - Community Care Connect SGD	PC 2023 - Empowering for Life Fund SGD
Expenditure (Continued)						
Governance costs						
Accountancy fees	14,770	-	-	-	-	-
Advertisement	113	-	-	-	-	-
Auditor's remuneration	13,073	-	-	-	-	-
Bank charges	1,620	-	-	-	-	-
Computer and peripherals	102	-	-	-	-	-
CPF contributions	25,816	-	-	-	-	-
Depreciation of plant and equipment	31,808	-	-	-	-	-
Event licence and permits	-	-	-	-	-	-
Insurance	13,009	-	-	-	-	-
IT support	3,425	-	-	-	-	-
Medical expenses	240	-	-	-	-	-
Membership renewal fees	1,226	-	-	-	-	-
Newspaper and periodicals	407	-	-	-	-	-
Office furniture and fittings expenses	7,162	-	-	-	-	-
Other office expenses	884	-	-	-	-	-
Overseas expenses	-	-	-	-	-	-
Postage and courier	809	-	-	-	-	-
Printing and stationery	6,835	-	-	-	-	-
Professional fees	103	-	-	-	-	-
Programme materials	-	-	-	-	-	-
Refreshment	6,422	-	-	-	-	-
Rental	8,319	-	-	-	-	-
Rental of equipment	1,256	-	-	-	-	-
Repair and maintenance	3,258	-	-	-	-	-
Salaries, bonus and allowances	204,598	-	-	-	-	-
Staff and board congratulations and condolences	1,318	-	-	-	-	-
Staff and board planning sessions	-	-	-	-	-	-
Subscription fees	1,047	-	-	-	-	-

DOWN SYNDROME ASSOCIATION (SINGAPORE)

UEN: S96SS0170K

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds					2025	2024
	IBSSF SGD	UA Stewart Fund SGD	UOB Educational Programme Fund SGD	UOB Visual Arts Fund SGD	Total Restricted Funds SGD	Total SGD	Total SGD
Expenditure (Continued)							
Governance costs							
Accountancy fees	-	-	-	-	-	14,770	19,200
Advertisement	-	-	-	-	-	113	294
Auditor's remuneration	-	-	-	-	-	13,073	9,926
Bank charges	-	-	-	-	-	1,620	1,100
Computer and peripherals	-	-	-	-	-	102	9
CPF contributions	-	-	-	-	-	25,816	29,502
Depreciation of plant and equipment	-	-	-	-	-	31,808	34,331
Event licence and permits	-	-	-	-	-	-	400
Insurance	-	-	-	-	-	13,009	11,725
IT support	-	-	-	-	-	3,425	1,318
Medical expenses	-	-	-	-	-	240	140
Membership renewal fees	-	-	-	-	-	1,226	4,787
Newspaper and periodicals	-	-	-	-	-	407	814
Office furniture and fittings expenses	-	-	-	-	-	7,162	2
Other office expenses	-	-	-	-	-	884	759
Overseas expenses	-	-	-	-	-	-	445
Postage and courier	-	-	-	-	-	809	171
Printing and stationery	-	-	-	-	-	6,835	5,461
Professional fees	-	-	-	-	-	103	-
Programme materials	-	-	-	-	-	-	280
Refreshment	-	-	-	-	-	6,422	5,799
Rental	-	-	-	-	-	8,319	8,332
Rental of equipment	-	-	-	-	-	1,256	1,256
Repair and maintenance	-	-	-	-	-	3,258	4,335
Salaries, bonus and allowances	-	-	-	-	-	204,598	234,818
Staff and board congratulations and condolences	-	-	-	-	-	1,318	665
Staff and board planning sessions	-	-	-	-	-	-	-
Subscription fees	-	-	-	-	-	1,047	1,531

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

5 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds					2025	2024
	TBSSF SGD	UA Stewart Fund SGD	UOB Educational Programme Fund SGD	UOB Visual Arts Fund SGD	Total Restricted Funds SGD	Total SGD	Total SGD
Expenditure (Continued)							
Governance costs (Continued)							
Telecommunications	-	-	-	-	-	2,258	1,278
Trainee allowances	-	-	-	-	-	3,468	-
Training and development	-	-	-	-	-	9,429	11,662
Transport and travel	-	-	-	-	-	39	298
Utilities	-	-	-	-	-	4,247	3,361
	<u>256,232</u>	<u>6,060</u>	<u>9,742</u>	<u>3,464</u>	<u>559,049</u>	<u>367,061</u>	<u>393,999</u>
						<u>2,699,766</u>	<u>2,465,023</u>
NET INCOME (EXPENDITURE) BEFORE TRANSFER	(103,055)	(6,060)	(9,742)	(3,464)	(227,878)	146,259	138,259
<i>Transfer of funds:</i>							
- Reclassification of funds for utilisation of restricted funds	-	-	-	-	-	-	-
- Reallocation of funds	103,055	-	-	-	220,937	-	-
NET INCOME (EXPENDITURE) AFTER TRANSFER	-	(6,060)	(9,742)	(3,464)	(6,941)	146,259	138,259

Costs of charitable activities amounting to SGD1,945,820 (2024: SGD1,776,879) include staff costs of SGD1,521,975 (2024: SGD1,350,620) of which salaries, bonus and allowances amounted to SGD1,313,398 (2024: SGD1,166,033).

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

6 FUNDRAISING ACTIVITIES

	<u>2025</u> SGD	<u>2024</u> SGD
<u>Fundraising income</u>		
Charity Movie	98,880	144,697
Keppel Golf	88,471	-
Mystique	294,560	335,165
World Down Syndrome Day	158,182	140,104
Other events	241,185	123,458
	<u>881,278</u>	<u>743,424</u>
<u>Less: Fundraising expenses</u>		
Charity Movie	11,207	9,822
Keppel Golf	21,911	-
Mystique	86,196	95,511
World Down Syndrome Day	29,445	29,031
Other events	814	3,373
	<u>149,573</u>	<u>137,737</u>
Surplus from fundraising activities	<u>731,705</u>	<u>605,687</u>
Ratio of fundraising expenditure to income	<u>17%</u>	<u>19%</u>

Included in the fundraising activities are tax exempt receipts amounting to SGD708,351 (2024: SGD601,025).

7 STAFF COSTS

	<u>2025</u> SGD	<u>2024</u> SGD
Salaries, bonus and allowances	1,643,699	1,488,925
SDL and CPF contributions	255,561	229,067
Medical expenses	678	350
	<u>1,899,938</u>	<u>1,718,342</u>

None of the Association's staff is a close member of the family of the Executive Head or Board Members and received more than SGD50,000 in annual remuneration during the financial year.

8 INCOME TAX BENEFIT (EXPENSE)

The Association is a registered Charity under the Charities Act 1994 and its income is exempted from income tax under Section 13(1)(zm) of the Income Tax Act.

9 CASH AND CASH EQUIVALENTS

	<u>2025</u> SGD	<u>2024</u> SGD
Fixed deposits	1,334,239	1,469,990
Cash at banks	1,073,606	1,045,104
Cash in hand	717	717
	<u>2,408,562</u>	<u>2,515,811</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

9 CASH AND CASH EQUIVALENTS (Continued)

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

Fixed deposits earn interest at rates ranging from 1.2% to 2.95% (2024: 2.9% to 2.95%) per annum and mature between 21 January 2026 and 29 May 2026.

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

10 TRADE AND OTHER RECEIVABLES

	<u>2025</u> SGD	<u>2024</u> SGD
<u>Trade receivables</u>		
Outside parties	4,449	2,660
<u>Other receivables</u>		
Grant receivables	282,000	250,000
Donation receivables	97,930	29,047
Prepayments	29,037	9,698
Deposits	28,626	27,326
Interest receivables	5,291	30,459
Others	-	312
	<u>442,884</u>	<u>346,842</u>
	<u>447,333</u>	<u>349,502</u>

Trade receivables are non-interest bearing and are generally on 30 days' credit terms.

Receivables that are past due but not impaired

The Association has trade receivables amounting to SGD4,449 (2024: SGD2,660) that are past due at the end of the reporting year but not impaired. These receivables are unsecured and the analysis of the ageing at the end of the reporting year is as follows:

	<u>2025</u> SGD	<u>2024</u> SGD
<i>Trade receivables past due</i>		
Less than 30 days	2,494	210
31 to 60 days	802	295
61 to 90 days	605	-
More than 91 days	548	2,155
	<u>4,449</u>	<u>2,660</u>

11 INVESTMENT IN FINANCIAL ASSETS

	<u>2025</u> SGD	<u>2024</u> SGD
<i>Unquoted shares at cost</i>		
At beginning of financial year	2,954,580	2,964,417
Additions	3,198,070	2,954,580
Redeemed during the financial year	(2,954,580)	(2,964,417)
At end of financial year	<u>3,198,070</u>	<u>2,954,580</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

11 INVESTMENT IN FINANCIAL ASSETS (Continued)

As at the end of the financial year, financial assets comprise Singapore Government Treasury Bills amounting to SGD994,070, maturing on 26 May 2026, and investments in LionGlobal Enhanced Liquidity Fund and LionGlobal Money Market Fund amounting to SGD2,204,000, which have no fixed maturity date and are redeemable at the prevailing net asset value of the respective funds.

12 PLANT AND EQUIPMENT

	Computer, Office Equipment and IT <u>Laboratory</u> SGD	Furniture and Fittings <u>and Fittings</u> SGD	<u>Renovation</u> SGD	<u>Total</u> SGD
Cost				
At 31.12.2023	226,491	26,334	1,076,312	1,329,137
Additions	-	8,720	-	8,720
At 31.12.2024	226,491	35,054	1,076,312	1,337,857
Additions	15,224	3,494	15,043	33,761
At 31.12.2025	241,715	38,548	1,091,355	1,371,618
Accumulated depreciation				
At 31.12.2023	192,262	26,334	959,931	1,178,527
Depreciation for the year	16,229	582	35,819	52,630
At 31.12.2024	208,491	26,916	995,750	1,231,157
Depreciation for the year	11,041	2,368	38,496	51,905
At 31.12.2025	219,532	29,284	1,034,246	1,283,062
Net Carrying Amount				
At 31.12.2024	18,000	8,138	80,562	106,700
At 31.12.2025	22,183	9,264	57,109	88,556

13 PAYABLES

	<u>2025</u> SGD	<u>2024</u> SGD
Accruals	276,984	265,984
Received in advance	62,683	12,891
Outside parties	28,311	19,434
	<u>367,978</u>	<u>298,309</u>

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

14 RESTRICTED FUNDS

	<u>2025</u> SGD	<u>2024</u> SGD
Assistive Technology Fund (Note 15)	36,558	36,558
Kluber Fund (Note 19)	5,622	6,575
Mediacorp Enabling Fund (Note 20)	2,270	2,270
President's Challenge 2025 - Community Care Connect (Note 23)	13,278	-
UA Stewart Fund (Note 25)	21,411	27,471
UOB Educational Programme Fund (Note 26)	785	10,527
UOB Visual Arts Fund (Note 27)	<u>28,676</u>	<u>32,140</u>
	<u>108,600</u>	<u>115,541</u>

15 ASSISTIVE TECHNOLOGY FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning and end of financial year	<u>36,558</u>	<u>36,558</u>

This represents fund from Nex Group designated to fund a pilot initiative utilising appropriate assistive technology devices with the Association's members for the purpose of improving their daily lives. The Association will continue to recognise this fund until it is fully utilised.

16 DSA FINANCIAL ASSISTANCE FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net income	(16,125)	(8,437)
<i>Transfer of funds:</i>		
- Reallocation of funds	<u>16,125</u>	<u>8,437</u>
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund designated to provide assistance for families who are assessed to be financially challenged to pay for the Association's subsidised programme fees, subject to the Board's approval. The Association provides DSA Financial Assistance Fund on an ongoing basis based on criteria and needs basis.

17 ENABLING LIVES INITIATIVE FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net expenditure	(45,220)	(79,495)
<i>Transfer of funds:</i>		
- Reallocation of funds	<u>45,220</u>	<u>79,495</u>
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund from SG Enable and Tote Board for the Association's Early Start Programme which provides early intervention and therapy services for children with special needs aged 0 to 4 years to meet their development needs while waiting for enrolment into Early Intervention Programme for Infants and Children ("EIPIC"). The funding utilisation period was from 1 April 2023 to 31 March 2025.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

18 I'MABLE PUBLIC EDUCATION FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net income	-	5,072
<i>Transfer of funds:</i>		
- Reclassification of funds for utilisation of restricted funds	-	(5,072)
- Reallocation of funds	-	-
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund supported by Enabling Lives Initiative – Public Education by SG Enable and Tote Board, to bring about greater inclusion for persons with disabilities in schools, at work and within the community. The first tranche was disbursed to the Association in the financial year ended 31 December 2022. The fund was fully utilised when the initiative ended on 31 March 2024.

19 KLUBER FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	6,575	6,575
Net expenditure	(953)	-
Balance at end of financial year	<u>5,622</u>	<u>6,575</u>

This represents fund from Klüber Lubrication designated to refurbish the Association's infrastructures and facilities for the Adult Enhancement Programme ("AEP") and Infant Toddler Programme ("ITP") as well as to provide community engagements outings cum activities for the corporate volunteers and learners of AEP as part of their Corporate Social Responsibility ("CSR"). Since May 2024, Klüber Lubrication has redesignated the remaining balance from CSR-related activities to support educational courses for teenage learners. The Association will continue to recognise this fund until it is fully utilised.

20 MEDIACORP ENABLING FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning and end of financial year	<u>2,270</u>	<u>2,270</u>

This represents fund from Mediacorp Enabling Fund administered by SG Enable designated to support low-income families. The Association will continue to recognise this fund until it is fully utilised.

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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

21 PRESIDENT'S CHALLENGE 2023 – CAREGIVERS SUPPORT PROGRAMME

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net expenditure	-	(59,836)
<i>Transfer of funds:</i>		
- Reallocation of funds	-	59,836
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund from President's Challenge to provide support, resources, social and emotional support to caregivers caring for persons with Down Syndrome and intellectual disability. The Association aims to provide respite care in areas of mental wellness and prevent caregivers from burnout as well as to form a Siblings Support Group to empower siblings to take on caregiving responsibilities and foster a stronger family bond. The funding was to be utilised within three years from the initial disbursement date of 28 April 2023, and has since been fully utilised.

22 PRESIDENT'S CHALLENGE 2023 – EMPOWERING FOR LIFE FUND (“PC – ELF”)

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net expenditure	(56,537)	(64,510)
<i>Transfer of funds:</i>		
- Reallocation of funds	56,537	64,510
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund from President's Challenge Empowering for Life Fund (“ELF”) which supports and empowers people to be self-reliant and enable them to sustain in employment. The Association prepares individuals with Down syndrome and other special needs by imparting routine skills and coaching them to become productive and competent employee, aiming for them to be ready for open employment opportunities. The funding is to be utilised within three years from the initial date of disbursement date on 7 August 2023.

23 PRESIDENT'S CHALLENGE 2025 – COMMUNITY CARE CONNECT

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net income	13,278	-
<i>Transfer of funds:</i>		
- Reallocation of funds	-	-
Balance at end of financial year	<u>13,278</u>	<u>-</u>

This represents funding from President's Challenge to support the Community Care Connect programme originally named as Community Support Network. This is a new outreach and engagement project to address the issues of ageing individuals with special needs and their caregivers with the aims to enhance their quality of life, and promote their ageing in place by establishing a community-based social support network to provide support, monitoring and timely intervention when necessary. The social support network will include formal services, community volunteers, befrienders and informal social network of individuals with special needs and their caregivers. The approved funding utilisation period will be from 1 July 2025 to 30 June 2028.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

24 TOTE BOARD SOCIAL SERVICE FUND (“TBSSF”)

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	-	-
Net expenditure	(103,055)	(97,272)
<i>Transfer of funds:</i>		
- Reallocation of funds	103,055	97,272
Balance at end of financial year	<u>-</u>	<u>-</u>

This represents fund designated to provide social and emotional support through peer encouragement to support and strengthen parents' and caregivers' resilience in taking care of themselves and supporting their family member(s) with other disabilities. TBSSF would fund 50% of DSA Family Support Services' approved total operating expenditure from 1 April 2023 to 31 March 2026.

25 UA STEWART FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	27,471	30,704
Net expenditure	<u>(6,060)</u>	<u>(3,233)</u>
Balance at end of financial year	<u>21,411</u>	<u>27,471</u>

This represents fund from a private and personal donation from the Stewart family to provide financial assistance or programme fees substitutes to young members (below 18 years old) of the Association. The Association will continue to recognise this fund until it is fully utilised.

26 UOB EDUCATIONAL PROGRAMME FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	10,527	20,368
Net expenditure	<u>(9,742)</u>	<u>(9,841)</u>
Balance at end of financial year	<u>785</u>	<u>10,527</u>

This represents fund from UOB to support the Association's Integration Facilitation Support Programme (“IFSP”) and enrichment programmes including speech and drama, and arts conducted during lessons and holiday programmes. The funds allocated for IFSP and speech and drama have been fully utilised in the financial year ended 31 December 2021 and 31 December 2023 respectively. The Association will continue to recognise the fund allocated for arts until it is fully utilised.

27 UOB VISUAL ARTS FUND

	<u>2025</u> SGD	<u>2024</u> SGD
Balance at beginning of financial year	32,140	35,869
Net expenditure	<u>(3,464)</u>	<u>(3,729)</u>
Balance at end of financial year	<u>28,676</u>	<u>32,140</u>

This represents fund from UOB to support the Association's visual arts or arts related enrichment programmes. The Association will continue to recognise this fund until it is fully utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2025

28 TAX DEDUCTIBLE DONATIONS

During the financial year, the Association issued tax deductible receipts for donations collected totaling SGD1,107,960 (2024: SGD1,005,007). As an IPC, the Association enjoys the concessionary tax treatment whereby qualifying donors are granted enhanced tax deductions for the donations made to the Association.

29 RESERVE POLICY

	<u>2025</u>	<u>2024</u>
	SGD	SGD
Unrestricted fund (A)	5,665,943	5,512,743
Restricted funds (Note 14)	108,600	115,541
	<u>5,774,543</u>	<u>5,628,284</u>
Operating expenditure for the year (B)	<u>2,699,766</u>	<u>2,465,023</u>
Ratio of unrestricted fund to operating expenditure (A/B)	<u>2.10</u>	<u>2.24</u>

The Association has a reserve policy for long term stability of its operations and it ensures that there are sufficient resources to support the Association in the event of unforeseen circumstances. As a general rule of thumb, the Association aims to have two years of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfill the Association's continuing obligations.

30 OPERATING LEASE COMMITMENTS

	<u>2025</u>	<u>2024</u>
	SGD	SGD
<i>Rental of premise and office equipment</i>		
Not later than one year	104,190	45,244
Later than one year but not later than five years	2,639	5,757
	<u>106,829</u>	<u>51,001</u>


Operating lease payments are for rental payable for office premise and office equipment. The office lease is for the period from 4 June 2025 to 2 December 2027, while the lease for office equipment expires on 5 October 2027.



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