

Annual Report

2025/2026



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Part II

Audited Financial Statement

Our Mission

To maximise the quality of life of people with muscular dystrophy and specific neuromuscular conditions and their families, to integrate them into society and support research towards a cure.

Objectives

The objects of the Association are:

- a) To provide support and care to persons with muscular dystrophy and specific neuromuscular conditions and their families.
- b) To provide health education on muscular dystrophy and specific neuromuscular conditions.
- c) To support medical research on muscular dystrophy and specific neuromuscular conditions.

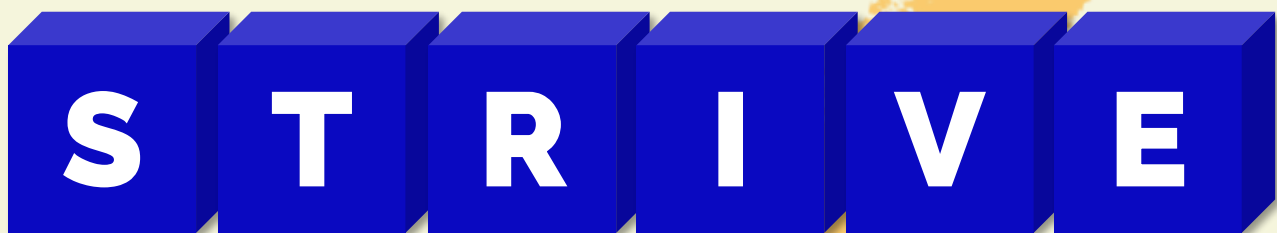
In furtherance of the objects, the Association shall, with the approval of the relevant authorities where necessary, establish, organise and/or provide services, programmes, enterprises or activities which are in accordance with the mission of the Association, benefit the members of the Association or help support the Association in its execution of its mission.

Vision

To be a dedicated one-stop agency that enriches the lives of people with muscular dystrophy and specific neuromuscular conditions and their families, to enable them to live their best lives.

Core Values

Those whom we serve are at the heart of everything that we do.



Service

We are committed to delivering quality service to our stakeholders.

Teamwork

We collaborate, support and leverage on each other's strengths to achieve

Respect

We treat people of all backgrounds with dignity and equality.

Integrity

We are honest, accountable, transparent and uphold our professional values and ethics.

Value

We value and respect all stakeholders for their contributions and support.

Empathy

We care to understand and share the concerns of our stakeholders.

Overview

Muscular Dystrophy Association (Singapore) ("MDAS") was registered as a society on 3rd March 2000 and subsequently registered as a charity under the Charities Act (Chapter 37) since 26 Jun 2002.

Name of Organisation: Muscular Dystrophy Association (Singapore)

Unique Entity Number (UEN): T00SS0094D

Type of Entity: Society

Registry of Societies (ROS) No.: 111/2000 WEL

Charity Status:

- Charity Registration No: 01578
- Charity Registration Date: 26/06/2002

Institution of a Public Character (IPC) Status:

- Effective Date: 12 Jul 2025 to 11 Jul 2028
- Member of Health Endowment Central Fund
- HEF Registration No: HEF 0075/G

Sector Administrator: Ministry of Health

Governing Instrument: Constitution

Bankers: DBS, OCBC, Maybank, Bank of China

Auditor: Tan, Chan & Partners

Legal Advisors: Aquinas Law Alliance LLP

Medical Advisers: Prof Stacey Tay, Dr Ann Toh, Dr Michelle Koh and Dr Ethan Lim

Registered Address: 9 Bishan Place #06-04 Junction 8 Shopping Centre Singapore 579837

Website: www.mdas.org.sg

Facebook: www.facebook.com/MDASofficial

Instagram: www.instagram.com/musculardystrophy_sg/

Email: mdas@mdas.org.sg

Tel.: (65) 6259 6933 **Fax:** (65) 6259 6911

Other Information:

- Full member of National Council of Social Service (NCSS)
- Recipient of the Charity Transparency Award (CTA) 2016, 2017, 2023 and 2024 by the Charity Council

About Us

Who We Are

The Muscular Dystrophy Association (Singapore), also known as MDAS, is a self-help social service agency formed by a group of caring and concerned individuals in March 2000 as a Society to support people with muscular dystrophy and their families facing the life-threatening effects of genetic diseases. It was subsequently registered under the Charities Act in June 2002 as a charity.

Today, MDAS is committed to uplifting the lives of children and adults living with muscular dystrophy and other neuromuscular conditions. As a specialist group, we understand the challenges they faced, and as such, our programmes and services are aimed at enhancing the quality of life of our members and their families too. These range from life-skills training, enrichment, sports, health education, counselling, physiotherapy, respite care, wheelchair-accessible transport, and financial-related assistance.

In essence, people with neuromuscular conditions and their families are always at the heart of MDAS' mission. While we are proud of our humble start-up, we are grateful to the dedicated families and supporters who have made our progress possible.

Today, we continue to relentlessly pursue our promise to free families from the life-threatening effects of muscular dystrophy.

Institutions of a Public Character (IPCs)

As an IPC, we are a registered charity that is authorised to issue tax deductible receipts for qualifying donations to donors. In other words, donors can claim tax relief from their assessable income based on the amount donated, at prevailing deduction rate.

IPCs are held to a higher standard, both in terms of regulatory compliance as well as governance.



President's Message

My warmest greetings to everyone.

As we reflect on the past year, I am deeply moved by the resilience, courage, and unity that define our community. Living with muscular dystrophy and neuromuscular conditions presents profound challenges - including progressive muscle weakness, loss of mobility, and, for many, life-threatening complications. Yet, within these challenges, we continue to witness extraordinary strength, compassion, and determination.

Our mission has always been clear: to empower individuals with muscular dystrophy and related neuromuscular conditions to live with dignity, purpose, and joy. This year, we have expanded our outreach, strengthened our support programmes, and deepened partnerships with healthcare providers, volunteers, and donors who share our vision of inclusion. We have also invested in raising awareness, ensuring that society better understands the realities faced by our members while celebrating their talents and contributions. None of this would be possible without the unwavering commitment of our staff, volunteers, and supporters, whose dedication fuels our progress.

As we look ahead, we remain steadfast in advocating for accessibility, enhancing care, and fostering opportunities for every individual to thrive. Together, we are not only confronting challenges but also building a community of hope, solidarity, and shared humanity. I invite you to journey with us as we continue to transform lives and inspire possibilities.

Approval of Amendments to Constitution

We are pleased to share an important milestone in the journey of our Association.

Following the Extraordinary General Meeting (EGM) held on 11 January 2025, where members overwhelmingly endorsed the proposed amendments to our Constitution with more than two-thirds of the total voting membership, the amendments have now been formally approved by the relevant authorities.

This achievement reflects our collective commitment to ensuring that the Constitution remains clear, relevant, and responsive to the evolving needs of our community. The amendments bring several meaningful updates including:

Virtual Meetings:

Recognising the importance of business continuity planning, our Constitution now allows general meetings and board meetings to be conducted virtually, physically, or via hybrid means. This ensures that our operations can continue to function effectively regardless of circumstances, strengthening our resilience as an Association.

Expanded Membership Scope:

The scope of membership has been broadened beyond muscular dystrophy to include individuals with specific neuromuscular conditions. This expansion reflects our inclusive spirit and commitment to supporting a wider community whose condition share a similar trajectory.



We extend our heartfelt thanks to all MDAS members, the Board, and the staff team for your vital support, engagement and trust in making the EGM a resounding success.

The approval of these amendments marks a significant step forward for MDAS by strengthening our governance framework, enhances our adaptability, and positions us well for the future.

A certified true copy of the amended Constitution is available on our website at [MDAS Constitution 2025](#) or you may scan the QR code (right) to download it.



Financial Report

This past year has been one of both challenge and resilience for MDAS. While we continued to advance our mission and serve our community with dedication, we also faced financial headwinds that resulted in a deficit. I want to take this opportunity to explain the circumstances behind this outcome and reaffirm our commitment to long-term sustainability and growth.

The deficit was primarily driven by two factors. First, we experienced a slowdown in funds raised compared to previous year. Economic uncertainty and shifting donor priorities meant that contributions did not grow at the pace we had anticipated. Second, rising costs across the board - from programme delivery to essential operational expenses - placed additional pressure on our budget. These increases were not unique to us; they reflect broader trends affecting the non-profit sector. Nonetheless, we recognise the importance of adapting to these realities and ensuring that our financial strategies remain robust.

Despite these challenges, our work has not slowed. We have continued to provide vital services, expand outreach, and strengthen partnerships. We are proactively taking steps to address the financial shortfall, including diversifying our fundraising channels, enhancing donor engagement, and implementing cost efficiencies.

Looking ahead, we remain optimistic. Every challenge brings an opportunity to innovate and grow stronger. We are confident that with the continued support of our community, we will overcome these hurdles and emerge even more capable of fulfilling our mission. On behalf of the board and leadership team, I extend my deepest gratitude to everyone who stands with us.

Together, we will continue to make a meaningful difference.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Philip', with a stylized flourish at the end.

Philip Chang Lai Keung

President

Muscular Dystrophy Association (Singapore)

Leadership & Staff Team

MDAS is governed by a Board, which is a governing body responsible for overseeing and managing the Association. It is also known as a Management Committee.

Reporting to the Management Committee, are Sub-Committees that oversee specific areas such as audit, finance, fundraising etc. Consulting members are also appointed by the Board to seek professional expertise to strengthen the team.

MDAS' day-to-day operation is headed by an Executive Director.

Governing Board for Term Year 2025-2027:

Current Board Appointment	Name	Occupation	Past Board Appointment
President	Mr. Chang Lai Keung Philip	Accountant	President (2023-Present) Vice President (2019-2023) Asst. Honorary Treasurer (2017-2019)
Vice-President	Mr. Chia Ding Shan	Assistant VP (Group Cybersecurity)	Vice President (2023-Present) Honorary Secretary (2021-2023) Committee Member (2019-2021)
Honorary Secretary	Mr. Oh Boon Keng	Public speaker	Honorary Secretary (2025-Present) Asst. Honorary Secretary (2021-2023) Honorary Secretary (2015-2021) Committee Member (2013-2015)
Asst. Honorary Secretary	Mr. Lim Kay Choong	Unemployed	Asst. Honorary Secretary (2025-Present) Committee Member (2023-2025)
Honorary Treasurer	Ms. Germaine Ling Yann Ching	Senior Finance Manager	Honorary Treasurer (2025-Present) Committee Member (2023-2025)
Asst. Honorary Treasurer	Mr. Darren Lim Yee Aun	Founder	Asst. Honorary Treasurer (2025-Present) Committee Member (2023-2025)
Committee Member	Ms. Joanne Yang	Business Development Director	Committee Member (2025-Present) Asst. Honorary Secretary (2023-2025)
Committee Member	Dr. Satyaki Sengupta	Deputy Director, Allied Health Services	Committee Member (2025-Present) Asst. Honorary Treasurer (2023-2025)
Committee Member	Ms. Nurulasyiqah Binte Mohammad Taha	Assistant Director	Committee Member (2025-Present) Honorary Treasurer (2021-2023) Asst. Honorary Secretary (2019-2021) Honorary Treasurer (2017-2019) Asst. Honorary Treasurer (2015-2017) Honorary Treasurer (2013-2015)
Committee Member	Dr. Wang Sijia Furene	Doctor	Committee Member (2025-Present)

Sub-Committees:

Sub-Committees	Chairperson	Co-Chairperson
Audit	Ms. Nurulasyiqah Binte Mohammad Taha	Dr. Satyaki Sengupta
Finance	Ms. Germaine Ling Yann Ching	Mr. Darren Lim Yee Aun
Fundraising	Ms. Joanne Yang	Dr. Wang Sijia Furene
Human Resource	Mr. Chang Lai Keung Philip	Mr. Chia Ding Shan
Programmes / Services	Mr. Lim Kay Choong	Mr. Oh Boon Keng
PR/Communications	Official spokespersons: President and Executive Director	

Executive Director:

Judy Wee is a disability advocate with over 30 years of experience in the social service sector. Drawing on both personal experience and professional insight, she leverages her lived experience to inform policy, infrastructure, and social attitudes towards accessibility and inclusion in Singapore. She champions the empowerment, dignity, and independence of persons with disabilities, and has contributed to advancing inclusion through practical improvements in the built environment and strengthened support services. She remains committed to enhancing support for individuals and families, while promoting greater awareness and understanding of disability to enable their full and active participation in mainstream society.

Staff Team (as of 31st Mar 2026):

Executive Management			
Executive Director Judy Wee Appointed 1 st Jan 2020			
Finance & HR Manager Mandrina Yuen Appointed 16 Sep 2024	Director (Integrated Care Plan & Special Projects) Sherena Loh Appointed 1 Jan 2020	Senior Manager (Administration) Erik Ting Appointed 1 Apr 2024	Assistant Manager, Fundraising & Community Partnership Aniza Bte Mohamed Appointed 1 May 2023

Executive & Support Staff			
Accounts & Admin Assistant Janice Yang	Social Worker Sebastian Tan	Programme Executive Christinabel Ng	Community Partnership Executive Sandra Gan
Therapy & Healthcare Asst. Tan Ellaine Hernandez (w.e.f. 19 May 2025)	Social Service Executive Syahira Tan	Programme Executive Trevor Thai	Community Partnership Executive Charmaine Fong (up to 14 December 2025)
Nursing Aide Pundoma Muammar Montes (w.e.f. 11 February 2026)	Programme Coordinator Jenna Yzzobel (w.e.f. 26 May 2025)	Driver Chua Hong Whatt	

Organisation Structure



Membership

MDAS extends its membership privileges to all children, youth and adults with muscular dystrophy or specific neuromuscular conditions, as well as their families.

There are 2 categories of membership in accordance with our Constitution:

Ordinary Membership

Ordinary Memberships shall be opened to Singapore citizens or Singapore Permanent Residents who qualify under one of the following criteria:

- a) Individuals with muscular dystrophy or specific neuromuscular conditions who are aged 16 and above.
- b) Individuals aged 21 and above, having a family member with muscular dystrophy or specific neuromuscular conditions.
- c) Individuals aged 21 and above, and who are invited by the Committee to contribute to the mission and vision of the association.

All Ordinary Members aged 21 and above shall have the rights to vote and be eligible hold office in the Association.

Associate Membership

Associate Memberships shall be opened to all persons who do not possess a Singapore citizenship or Singapore Permanent Resident status; regardless of whether the persons are residing in Singapore or not. All Associate Members shall have no voting rights or hold office in the Association. Associate Members shall be:

- a) Individuals with muscular dystrophy or specific neuromuscular conditions who are aged 16 and above.
- b) Individuals aged 21 and above and have a family member with muscular dystrophy or specific neuromuscular conditions.
- c) Individuals aged 21 and above, and who are invited by the Committee to contribute to the mission and vision of the association.

For the avoidance of doubt, Associate Members shall not be eligible for any financial subsidies.

Family Beneficiaries

Immediate family members of Ordinary and Associate Members qualify as beneficiaries if they have at least one immediate family member with muscular dystrophy or specific neuromuscular conditions, provided always that only Singapore citizens and Singapore Permanent Residents are entitled to financial subsidies.

Immediate family members of Ordinary and Associate Members will have no voting rights.

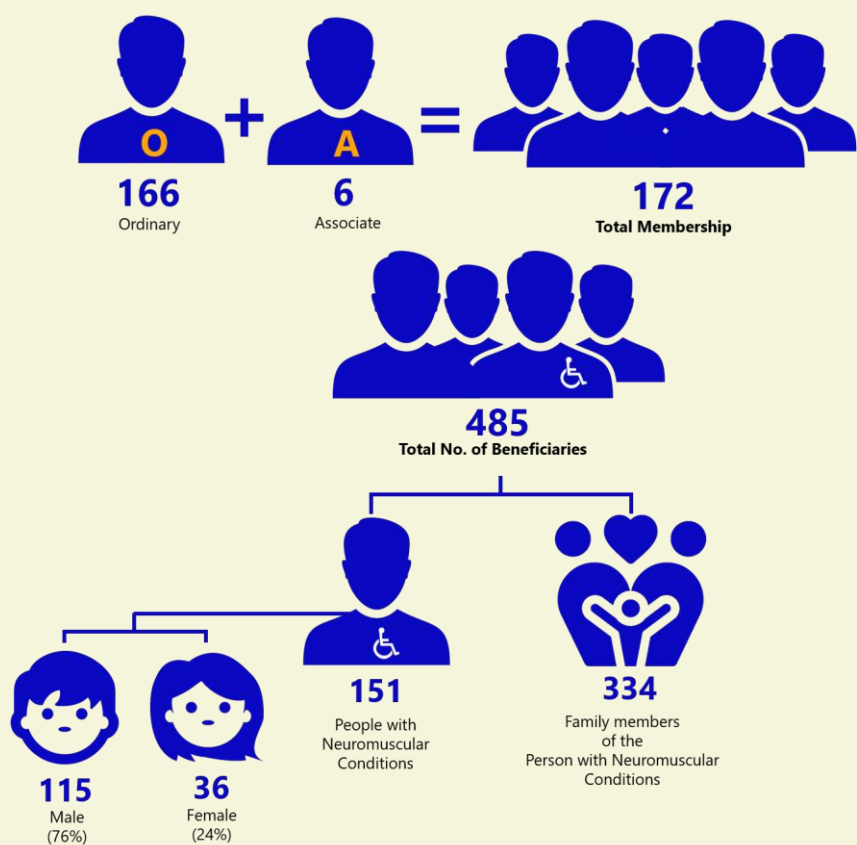
Our Deepest Condolences

During the year of review, MDAS was notified of the demise of the following member/s with muscular dystrophy.

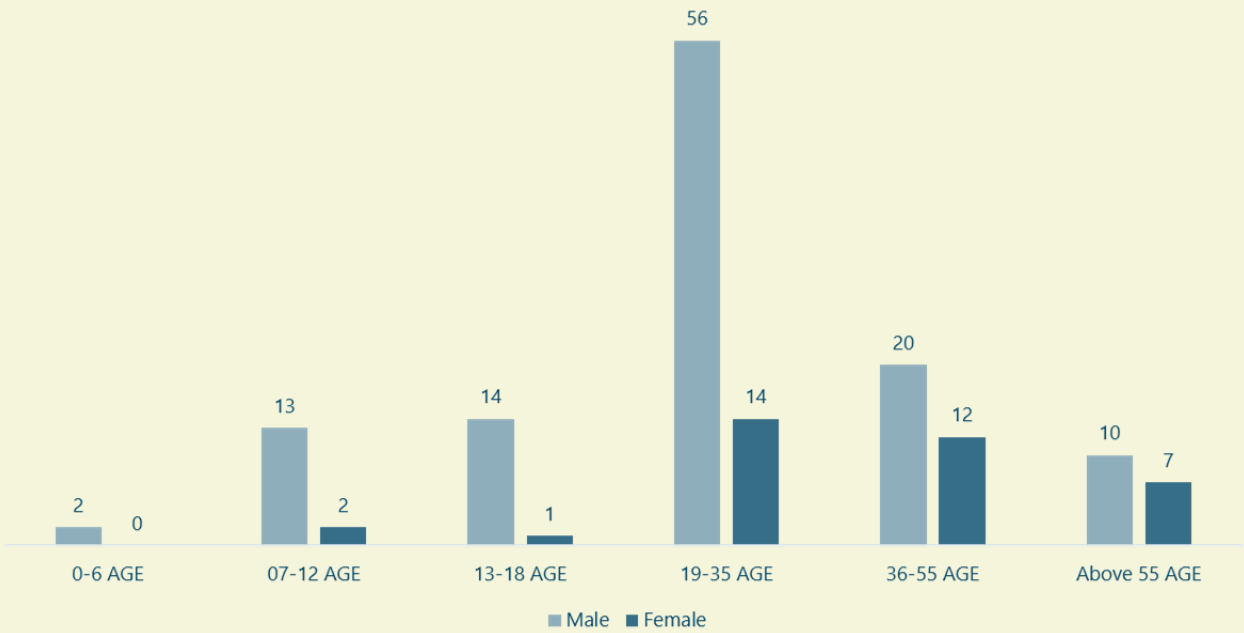
Henry Tan Tiau Hian	17 Aug 2025
Toh Wee Yang	2 Oct 2025

We wish to express our deepest sympathies to their families.

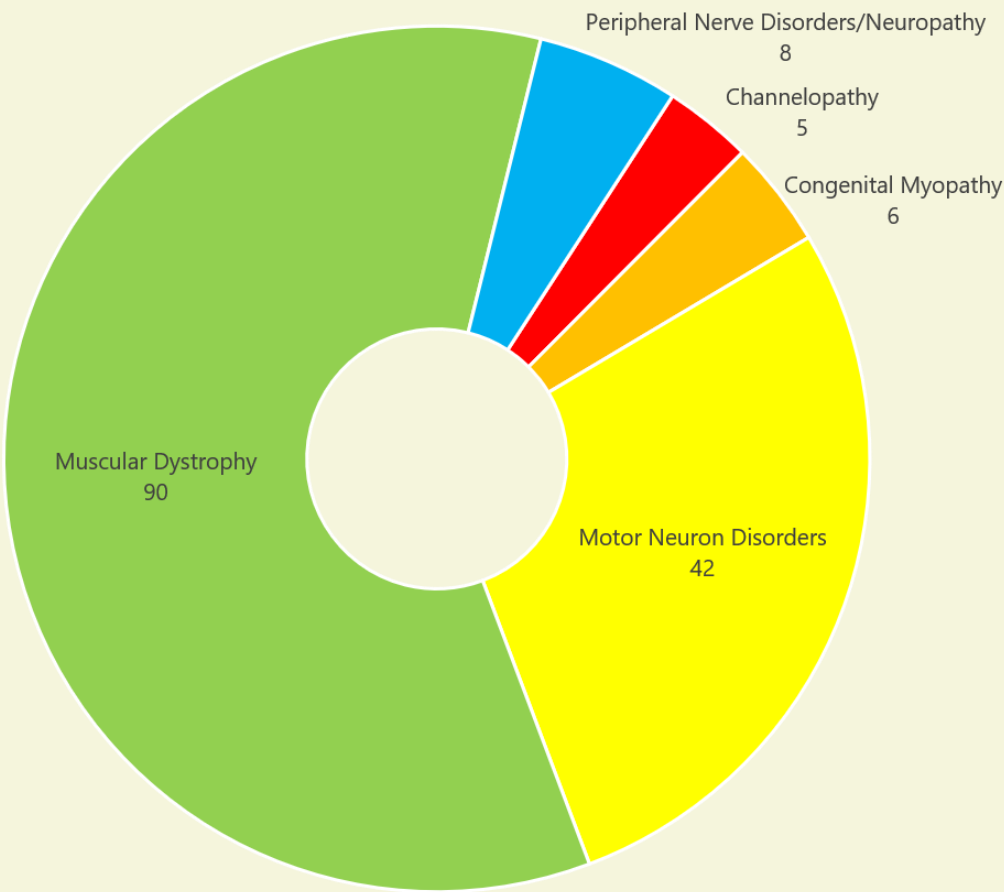
Membership Information (as of 31 March 2026)



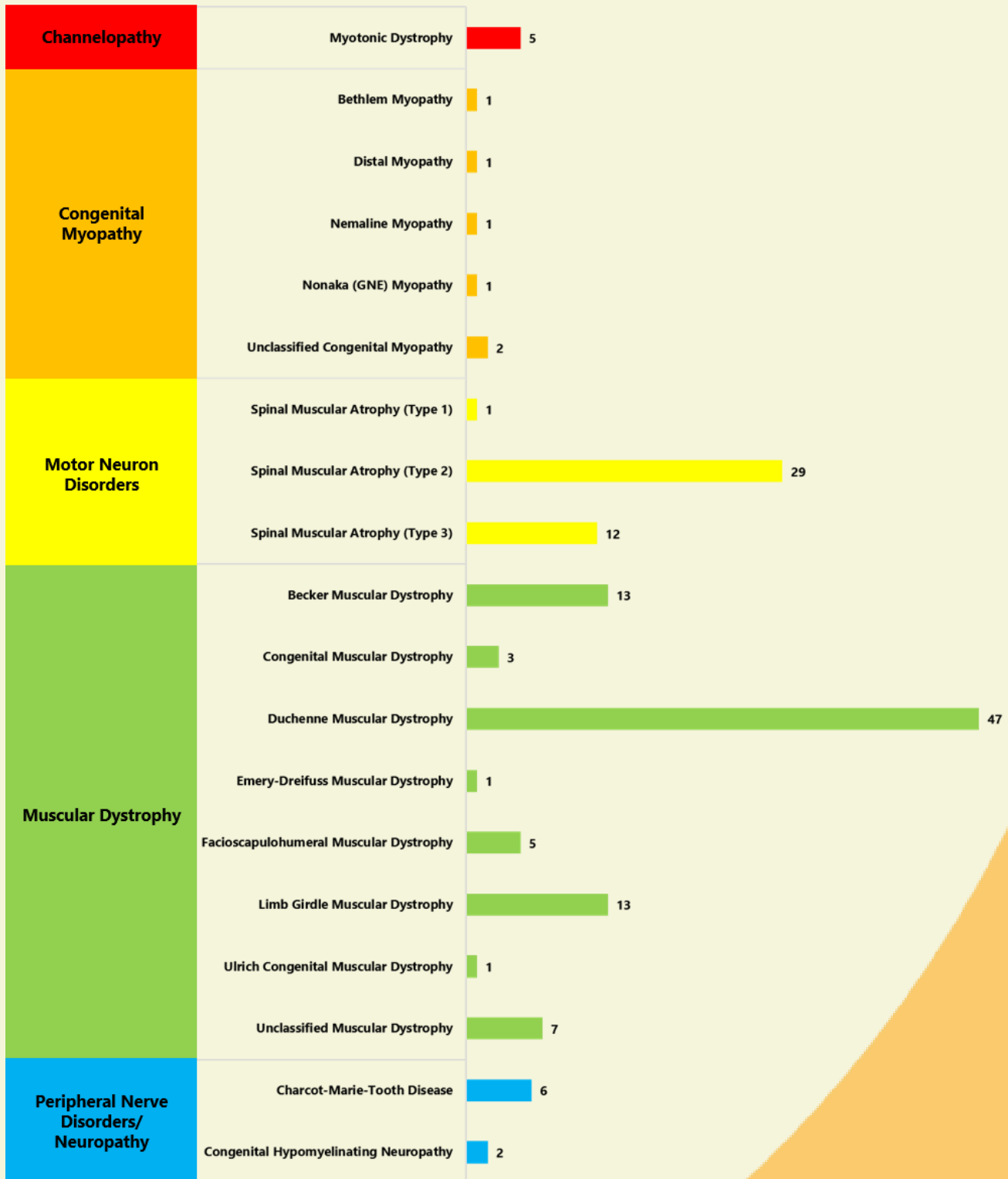
Persons with Neuromuscular Condition
Age Group & Gender



Neuromuscular Classifications



Membership Breakdown by Neuromuscular Classification & Diagnosis



Highlights of the Year

157

caregivers benefitted from
Respite Care programme

Empowering

496

beneficiaries
including their families

Supporting

> 11,000

hours of charitable
programmes & activities

Supported by more than

397

volunteers

13

community and
public awareness
events held

Provided

> 50,000

km of service mileage by wheel-chair accessible transport despite
the restrictions imposed on physical activities.



MDAS 25th Anniversary Gala Dinner @MBS

MDAS celebrated a significant milestone with its 25th Anniversary Charity Gala Dinner held on 25 April 2025 at the Marina Bay Sands Convention Hall. The event commemorated 25 years of empowering persons living with muscular dystrophy and supporting their families through care services, therapy programmes, advocacy, and community integration initiatives.

The gala dinner brought together donors, corporate partners, volunteers, members, caregivers, and supporters from across Singapore in a meaningful evening of celebration, reflection, and fundraising. Guests took a journey through MDAS's history — from its humble beginnings in 2000 to becoming a leading organisation serving hundreds of beneficiaries affected by muscular dystrophy or specific neuromuscular conditions today.

The evening featured heartfelt performances, inspiring member stories, and special moments that highlighted the resilience, talents, and the official launch of the Cybernics Therapy Program. achievements of persons living with muscular dystrophy. Members themselves also took part in performances, reflecting the spirit of inclusion and empowerment that MDAS has championed over the past 25 years.

Beyond celebrating the organisation's legacy, the Gala also served as an important fundraising platform to support MDAS's ongoing programmes and services, including physiotherapy, respite care, counselling, transport, youth, employment initiatives, and community outreach programmes. The strong support received during the event reaffirmed the community's commitment towards building a more inclusive society for persons with muscular dystrophy or specific neuromuscular conditions.





Go The Dystance 2025

The annual flagship public awareness event was held on 6 September 2025 at the outdoor covered area of West Mall, Bukit Batok. Aimed at raising awareness about muscular dystrophy and specific neuromuscular conditions among residents in the western part of Singapore, the carnival featured specially curated games, sports and activities, developed in collaboration with MDAS's partners, that simulated the experiences of individuals living with these conditions.

One of the key highlights of the carnival was the launch of MDAS 25th Anniversary E-book, which showcases 25 inspiring and heartfelt stories of strength, resilience and hope from our members and caregivers. The carnival brought together over 800 participants, including MDAS members and caregivers, corporate partners, volunteers, members of the public and community stakeholders.

Overall, Go The Dystance 2025 was a meaningful and impactful celebration that not only marked MDAS's 25-year journey but also strengthened public awareness, encouraged community inclusion, and reinforced the importance of building a more compassionate and accessible Singapore.



Programmes and Services

The life of a child or adult with muscular dystrophy or specific neuromuscular conditions (***hereinafter referred to as "MD/NMC"***) can be challenging. Through our programmes and services, we hope to be a beacon of support as we journey with our families through their various stages in life.

Integrated Care Services

The Integrated Care Services (ICS) is a comprehensive care programme to enable MDAS members and their families to receive proper care to help them better manage their health and mental well-being, therefore improving the quality of life for these families. The plan consisted of the following:



MDAS recognises that people with MD/NMC have a desire to eventually remain as independent as possible. The Integrated Care Service is a suite of services offering multi-area well-being, mental support and healthcare services to those with MD/NMC.

Respite Care (home-based)

The Home-based Care Service continues in providing essential care service at members' homes. In this reporting period, we have delivered 790 hours of care to 30 beneficiaries. It was evident that as members' condition get weaker, their care needs would become critical. This has taken a greater toll on their caregivers, and they saw a need for alternative and effective care solutions. Our home-help service, which was carried out by our trained care team, was able to handle and adapt to individual's specific care needs. This has given each family peace of mind.

Besides day service, our suite of services includes Night-Sleep Care and Off-Day service to provide relief to families during their domestic workers' mandatory rest days. We also extended our Caregivers' Training service to the new and untrained domestic workers. Since early 2026, we have collaborated with the Motor Neuron Disease Association (MNDA) in providing the Home-Help Service to their members. It is our hope that the Home-based Care Service can meet the fundamental and critical needs to enable caregivers and people with high care needs lead quality of lives and with dignity.

532

sessions of
home-based caregiving



1295

sessions of centre-based
caregiving

Respite Care (centre-based)

The Centre-based Care Services provide group healthcare support to members with MD/NMC while they participate in our programmes and activities, example in Bridge and art class; outings and overnight camps; sports training and competitions. Our Care team plays a crucial role in rendering physical and health care, such as assisting members in feeding, toileting and adjusting their body; and monitoring and attending to their health to ensure members are comfortable and safe.

This holistic service has helped members learn to gain confidence in trusting our Care team's care instead of being dependent on their caregivers to attend to their needs. This also enables their caregivers to have peace of mind and to acquire rest and personal time. This Care service has also extended to our partner, the Singapore Disability Sports Council for their community sports programmes. During the reporting period, we have delivered more than 6,050 care service hours across both indoor and outdoor activities, benefiting 230 members and supported our partner in 4 community sports programmes.





Caregivers' Support

In this reporting year, we conducted three sharing sessions for different groups of caregivers who are parents of young and adult children with MD/NMC. In a small group session where we focused on "Family Matters", we invited our long-time caregiver, Mdm Khatijah to share her experience in bringing up her 2 sons. Participating caregivers were encouraged by her approach in life and felt uplifted that they are not alone in this journey.

In a caregivers' dialogue held in conjunction with the Young Family Day, we invited caregiver Mdm Khatijah and adult member, Lim Kay Choong to share their lived experience and perspective of life in living with MD/NMC. The lively conversation was enlightening and helpful to these young parents, not to live within the box but to be courageous and resourceful to be part of the community and society.



Wellness & Support

Our counselling and casework services provided more than 160 hours of support to about 70 members and caregivers through both individual and group sessions. These services addressed a wide range of needs, including emotional well-being, health-related concerns, and financial challenges.

This year we have reached out to 116 individuals who attended and participated in one or more of our 12 activities. These services included membership onboarding orientations, wellness talks on various topics, and peers bonding activities for specific support groups. Eight wellness talks were carried out this year and attended by 95 participants. Notably, a virtual session on CareShield Life and financial assistance schemes was well received by 26 participants who gained updated knowledge and resources.

We also organised a gathering for families who were in the school transitional stage. We invited a Special Education expert to share on the education system for students with disabilities and special needs, and two MD students in the secondary school shared how they adapted in their new schools and classmates. Families were grateful for the event as it encouraged members in open sharing on common and real issues.



239

sessions

Rehabilitation Services

Since the introduction of advanced rehabilitation technologies such as the Cybernics Therapy and, more recently, the BIXEPS device, MDAS has strengthened its rehabilitation services to better support members with MD/NMC. These technologies enhance conventional physiotherapy by enabling assisted movement, improving muscle activation, and promoting more effective and engaging rehabilitation sessions.

Cybernics Therapy enables users to initiate movement through bioelectrical signals, supporting voluntary muscle control. In their feedback, users felt there was a reduction of joint stiffness, while their caregivers felt that the assisted transfers became easier as users were more responsive in movements. This has contributed to improved day-to-day functioning and comfort.

In December, MDAS further expanded our capabilities with the introduction of BIXEPS, a device designed to gently activate muscles and help to reduce deconditioning. BIXEPS is also applicable to persons without disabilities, of which 5 caregivers and 3 older adults found the device has helped in alleviating joint discomfort and inflammations. Since its inception, a total of 230 sessions were used by close to 30 users.

Over the year, MDAS delivered over 1,000 therapy sessions, serving 59 members and 16 non-members. We saw an increasing number of members adopting a combined therapy approach. This reflected the positive impact of an integrated and technology-enhanced rehabilitation model.



1113

sessions

Financial Assistance Scheme

MDAS has two schemes that provide financial assistance, namely the Equipment Grant and the Accessible Transit & Mobility Assistance Scheme. The Equipment Grant aims to ease members' high costs on mobility equipment and assistive technology devices. This year, we have assisted four members in their Assistive Technology Fund applications for the purchase of two motorised wheelchairs, and the replacement of wheelchair parts. We have also supported one member in purchasing a commode chair as well as the replacement of parts for a laptop and an electric hoist. These purchases and replacements were essential expenses to enable members to continue to gain access to work and communication.

The Accessible Transit & Mobility Assistance Scheme aims to ease members' high transportation costs for schooling and medical consultations. This year, this scheme has supported three members for a total of 27 subsidised trips to hospitals for medical appointments. This support helps reduce the physical and financial strain of travelling and ensures members can acquire prompt medical care.

Befriending Programme

In our efforts to reach out to members who are homebound or have limited social networks, MDAS launched a pilot Befriending Programme in June 2025. We hope that through befriending, the programme will help members in reducing isolation, enhancing emotional well-being, and promoting community inclusion. The programme will pair members with MD/NMC (as befriendees) with trained volunteer befrienders for regular interactions, while also providing respite for caregivers.



16

befriending hours

The pilot started with a volunteer befriender Wei Hong paired with befriendee Caelen. They completed 8 sessions of total 16 hours on an ongoing monthly basis. Early engagement between the pair had resulted in positive rapport and trust-building, including increased comfort with short outings nearby. The pilot has shown meaningful outcomes. This affirmed our confidence to grow the programme. We have identified potential befriendees and hope to source for good match of volunteers to be befrienders.

Transport Service

MDAS wheelchair-accessible transport service is available to all members with MD/NMC to provide a safe and affordable mobility option. The highly subsidised service uses a specially adapted vehicle which plays an integral role in facilitating our members' participation in the Association's activities as well as in their integration with the community.

Members may also use the service under the Dial-A-Ride Scheme for their personal needs, such as attending medical appointments, going to school, recreational and social purposes. Our transport activities were also outsourced to third-party operators to meet the increased demand.



1788

trips/year

14

children and teens
participated



COMPASS

Targeted at children and teens with MD/NMC between the ages of 7 and 18 to gain exposure through hands-on and experiential learning activities. With the motto 'Dare to Try', activities ranged from communication and self-awareness workshops to mobility training and even get-together camps were conducted.

The June Day Camp on 12 Jun was held at MDAS and facilitated by RI volunteers. Members participated in creative storytelling, interactive games, and a hands-on non-bake cheesecake session, which was well received. The programme concluded with a reflective sharing session, where members shared their experiences and key learnings.

In line with the theme "Explorer" MDAS held the annual COMPASS Overnight Camp 2025 at Singapore Sports School on 21 and 22 Jun, with activities planned and facilitated by student volunteers from Raffles Institution. A highlight was a drama workshop introducing participants to theatre, creativity, and self-expression.

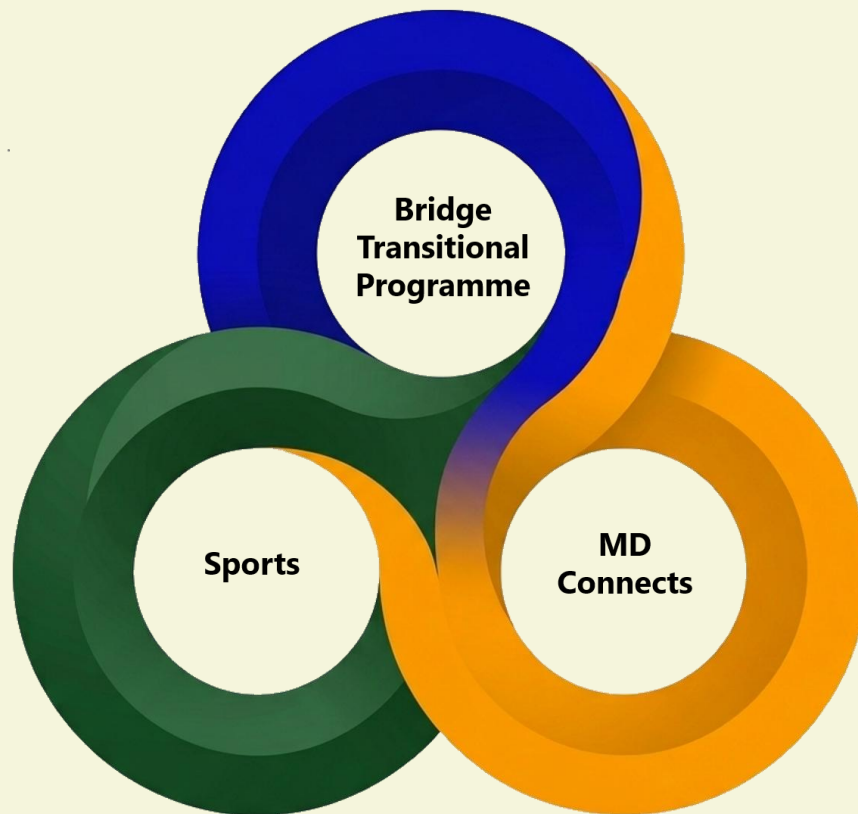
First-time participants were paired with experienced volunteers as befrienders to support their integration. ST Engineering staff volunteers also participated for the first time, facilitating a hands-on activity where beneficiaries and volunteers worked together to create a compass.

COMPASS Kids

In our efforts to reach out to the younger children, COMPASS Kids organises activities alongside their parents. This aims to support young families to build bonds and overcome the challenges faced in the early years.

The Young Family Day, held in November at the Lyf@Farrer Park, was co-organised with ICS department to engage younger children with their parents and siblings. The annual event aims to build family bonding and social interactions with peers. The event was attended by 26 participants, comprising of 8 families. A range of age-inclusive activities were conducted, including a collaborative family art session and children's games with support from nine social work students from Nanyang Polytechnic as well as a parents' dialogue facilitated by ICS. Feedback indicated positive outcomes in strengthening family relationships and fostering social connections among participants.

Bridge Pro Framework



Bridge Pro Framework

The MDAS Bridge Pro Framework is a customised, holistic umbrella curriculum designed to support individuals across multiple stages of development - from foundational life skills and vocational training to personal development, wellness, and job readiness. Adopting a journey-based approach, the framework recognises the lifelong nature of disability and seeks to enhance participants' quality of life both physically and psychologically over time.

The curriculum provides consistent and integrated support across different aspects of an individual's life, recognising that progress in one area can positively reinforce growth in others. Under the Bridge Transitional Programme, beneficiaries are typically placed into either the Bridge or Bridge+ sub-programmes. The Bridge programme focuses on building foundational skills and based on individual assessments and readiness. Participants are encouraged to also take part in various elective components, including Therapy, Sports and MD Connects. MD Connects enhances participants' social and personal development through initiatives such as Youth Connects, social outings, and art classes, contributing to a more enriched and balanced life experience.

As beneficiaries develop competencies, they may progress from Bridge to Bridge+ or enter Bridge+ directly. This advanced programme is tailored for young adults, with a stronger emphasis on job readiness, vocational exposure, and opportunities for freelance work.

Bridge Transitional Programme

Effective from 1st Apr 2025, the B-Hive programme was discontinued and consolidated into Transitional Programme (BTP), comprising Bridge and Bridge+, aimed to nurture and build capacities. The consolidation has allowed the programme to expand its reach, beyond individuals with MD/NMC to also include those with other severe physical disabilities who can benefit from a customised training and curriculum. BTP provides an individualised tailored programme that supports holistic development, focusing on foundational life skills, decision-making, and personal responsibility.

>2000

training hours

As a stepping stone, Bridge prepares individuals for greater integration into society by focusing on functional and vocational training, as well as pre-employment skills. Through this process, opportunities are created for participants to build self-confidence, a sense of self-worth, and a clearer understanding of their purpose. Once they have acquired sufficient skills, these individuals are tasked with work projects to progressively enhance their work capabilities.



Five Bridge members created their own customised stickers through digital drawing on Procreate on the iPad for Christmas 2025 and Chinese New Year 2026 posted on MDAS social media.

Bridge+ is designed to equip participants with advanced vocational training, job readiness skills, and the preparation necessary for eventual employment. This programme provides a more focused pathway towards independent work and long-term career opportunities.

Our Bridge+ members continued to be engaged in festive greeting card customisation deliverables for Chinese New Year and Year-end greeting cards as well as maintenance of clients' websites. Our major clients for the year included King Wan Construction, ST Engineering & Training Systems, MTI, PA and NSL Ltd, where our members designed customised festive greeting cards and table calendars.

One Bridge+ member designed a set of ten sustainability stickers for Air Liquide Singapore's Family Day. The stickers were produced into sticker sheets and notebooks, which were sold at Air Liquide's family day event.

In conjunction with Art Class, they designed a cup carrier as our new social enterprise product, featuring two different designs - Octo Pop & Bubbly Whales with underwater themed animals.

Sports

Sports for persons with disabilities play a vital role in promoting both physical and social well-being. At MDAS, regular Boccia and Power Soccer training sessions are organised to support members in leading active and healthy lifestyles. These sports are specially chosen to suit individuals with moderate to higher physical disabilities and are adapted to match varying ability levels, ensuring inclusivity and accessibility. Beyond physical benefits, participation in these sports encourages teamwork, builds mutual trust, and nurtures meaningful friendships. Through Boccia and Power Soccer, members not only develop their skills and confidence but also experience a strong sense of camaraderie and belonging.



>240
boccia training hours

Sports - Boccia

Throughout the year, MDAS athletes achieved commendable results across key competitions. At the Tiger Balm National Boccia Championships 2025, held on 5 and 6 Apr at Pasir Ris Sports Centre, MDAS fielded four BC3 athletes. Nurul secured 1st place in the BC3 Female category, while Gareth achieved 2nd place in the BC3 Male category.

During Pesta Sukan (26–27 Jul), MDAS athletes continued their strong performance, with Gareth placing 2nd and Timothy 3rd in the BC3 male category, and Caleb securing 2nd place in the BC4 male category.

At Play Inclusive Boccia on 23 Aug, Timothy and his sister achieved 3rd place in the pairs event, highlighting the spirit of inclusion and family participation in sport.

The National Youth Boccia Competition, held on 1 Nov 2025 at CPAS (East), saw strong overall results, with Caleb securing 1st place and Kevin 3rd place in the BC4 male category, while Wilbur achieved 2nd place in the BC3 male category. This event also marked the competitive debut of Kevin, Wilbur, and Ayaan.

MDAS deeply values the invaluable contributions of RSVP volunteers, who have been supporting our Boccia athletes since 2022. In recognition of their sustained dedication, MDAS nominated them for the Singapore Disability Sports Awards. Their efforts were honoured in the Community category, where RSVP received the Volunteer of the Year (Group) award - an affirmation of their meaningful role in nurturing and supporting our athletes.

11

power soccer
players



Sports - Power Soccer

Singapore Disability Sports Council (SDSC) renewed its one-year contract to support MDAS' Power Soccer programme with effect from 1 Apr 2025. In addition, SDSC organised a Para Sport Open House on 16 Aug, where wheelchair users had the opportunity to try Powerchair Football, Boccia, and Wheelchair Fencing. The event was extended to members, who participated in various sports.

On 27 Feb, a group of NUS students was hosted at the request of our member, Kevin Ku. As part of NUS Enables, adaptive sports activities were organised to provide participants with greater exposure to and awareness of adaptive sports.

Youth Connects

Youth Connects seeks to enrich the lives of youths between 18 to 35 years old with opportunities to discover their own potential. Through an assortment of enrichment programmes that instils greater confidence, maturity, and mental independence, Youth Connects engages individuals and grooms them for adulthood.



11

youths enriched

An annual hangout event was organised by the NTU Welfare Club on 7 February, providing MDAS members with joyful and inclusive experience. The programme featured activities such as a treasure hunt, fashion show, tote bag design, and karaoke, designed to promote teamwork, interaction, and bonding among participants. A total of 11 members attended the event.

Art Class

Besides guiding creativity and showing appreciation for arts, our Art Classes revolve around personal, character development, and fine motor skills. It is an enrichment activity suitable for MD members across all age groups to express themselves. Members also had the opportunity to display their artwork at various platforms and competitions.

At the beginning of 2026, we started our partnership with Artzillions. They are working closely with us as the main trainers of our Art Class, and supporting our artists in art events, exhibitions and creative projects, while also building up their skills and artist profiles.



13

members benefitted

Two of our artists had their artworks sold at Shaping Hearts 2025 exhibition by Northeast CDC. The artworks were hand drawn and painted with mixed mediums and were sold at \$300 each.

Majority of our artists contributed their hand drawn and painted artwork to the MDAS Table Calendar 2026, with the theme of 'Seasons'. In the calendar, each month features an artwork corresponding with the respective seasons: Spring, Summer, Autumn and Winter. Our artists had a special outdoor art class outing at Sungei Buloh Nature Reserve, where they sketched the nature scenes of what they observed, soaking in the sights and sounds of their surroundings.

Social Outings

Outings and social activities are organised to counter social isolation and facilitate community inclusion. It provides a platform to overcome shyness, improve social and interpersonal skills and develop friendships.

41

members
participated



Under the year of review, Keppel sponsored seven activities:

1. The first outing with Keppel this year took place on 10 Apr at Rainforest Wild Asia, a newly opened park. With 20 members participating, the session provided an opportunity to reconnect and engage with Keppel volunteers.
2. A visit to the Science Centre on 15 May was organised in response to members' requests. The outing was educational and engaging, with returning participants also revisiting familiar exhibits.
3. An outing to the Lee Kong Chian Natural History Museum on 31 Jul featured the highlight of three towering dinosaur fossils, alongside interactive exhibits on ecosystems, wildlife, and conservation.
4. Bearbrick painting on 28 Aug, the only craft-based activity, allowed members to create unique art pieces, fostering creativity, teamwork, and enjoyment.
5. A Sensory Tour: Touch and Smell was held at Gardens by the Bay on 11 Sep. Conducted indoors due to heavy rain, members explored plant textures and fragrances through guided specimens.
6. A board games session was held on 26 Sep at Mind Cafe, with participation from both Keppel and MDAS management.
7. A visit to the newly opened Singapore Oceanarium was organised by Keppel on 30 Oct. Members were excited as they explored the marine exhibits and marine life on display. Through the educational exhibits, they gained a better understanding of marine conservation and the importance of protecting ocean ecosystems.

The Purple Parade was held on 25 Oct. MDAS partnered with Bank of America for the contingent march. Adopting a "Garden in the City" theme, we created flowers using recycled paper and took part in the Best SG60 Theme Award category. We were honoured to be among the award recipients, reflecting the creativity and collaborative spirit of all involved.

MDAS also marked its first collaboration with UD Trucks on 6 Dec, through a shop-and-lunch activity at Suntec City. Members were given a budget to purchase a small gift for their caregivers as a token of appreciation. The activity encouraged thoughtfulness and gratitude, with several members prioritising meaningful gifts for their caregivers over personal items.

Volunteer Management

Volunteers remain at the heart of MDAS, playing a vital role in advancing the association's mission to empower individuals with MD/NMC. Through their time, dedication and compassion, they contribute meaningfully to programmes and services that foster inclusion, connection and shared experiences within the community.

Volunteers supported key initiatives such as the MDAS 25th Anniversary Gala Dinner 2025, MDAS Go the Distance 2025 and COMPASS Camp, alongside regular programmes including Power Soccer, Boccia, Bridge and Art Class. Across these platforms, volunteers played an active role in facilitating activities, supporting operations and engaging meaningfully with members.

397

volunteers



The year also saw continued efforts to strengthen volunteer engagement and outreach, fostering a growing community united by a shared commitment to making a difference. MDAS extends its sincere appreciation to all volunteers for their invaluable contributions and looks forward to their continued partnership in the journey ahead.

Community Relations

Public Awareness & Community Relations

This year, the Muscular Dystrophy Association (Singapore) (MDAS) has continued to advance its public awareness and community engagement efforts to build a more compassionate and inclusive society for people living with MD/NMC.

A key highlight was the Go The Distance Awareness Carnival at West Mall on 6 Sept. In partnership with Roche Singapore and Bank of America, the carnival included interactive game booths and personal stories from MDAS ambassadors. It was a time to engage the community, spread awareness about the condition and how it impacts the daily life for those who live with it.

Bank of America also partnered with MDAS for this year's Purple Parade, collaborating on the creation of flower props under the "Garden in the City" concept. Together, we marched as a contingent with these props, and the joint effort was recognised with the Best SG60 Contingent Award.

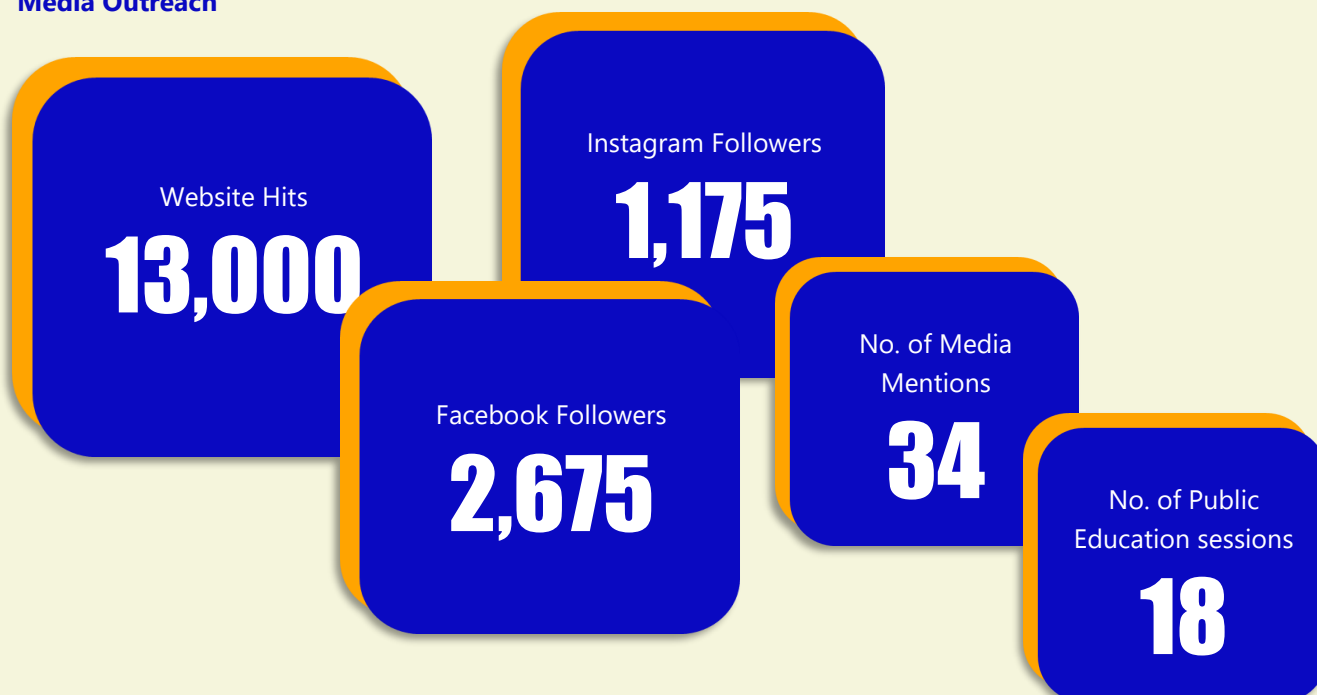
MDAS has continued to be an active partner of the National Youth Council in their Leaders Course Service Journey and a Resource Specialist for the Mission X Programme, which allowed the youth to engage in real-world challenges faced by people living with MD/NMC while promoting inclusivity and accessibility through youth-led solutions.

Additionally, MDAS members and volunteers performed at the dbEnabled Concert to showcase their musical talent and celebrate the ten years of Deutsche Bank's dedication to empowering people with disabilities.

MDAS is pleased to have established a new corporate partnership with UD Trucks. As part of this collaboration, MDAS conducted an awareness talk at their office to deepen understanding of MD/NMC. UD Trucks also organised a meaningful day out for MDAS members at Suntec, which included a shared meal and a shopping experience where members could pick out gifts for their loved ones.

Finally, MDAS's outreach efforts extended to provide students with the opportunity to meet and learn from MDAS Ambassadors through our awareness talks. Students from schools like Punggol Green Primary School and St. Margaret's School gained firsthand insights into the condition and disability. It allows students to build empathy and understanding from a young age.

Media Outreach



Funding & Resources

Government and corporate funding remain a key pillar in sustaining our programmes and services, enabling us to meet community needs and create meaningful impact. In FY25/26, MDAS secured the following grants and funding:

- TOTEBOARD Enhanced Fundraising Programme (EFR)
 - HC Canoe Paddle the Extra Mile
- MDRT Foundation grant
- Roche Singapore

Fundraising

Amid a challenging economic climate and increasing donor fatigue, fundraising efforts have become more complex and competitive. Despite these challenges, MDAS remains steadfast in its commitment to raising funds to support our beneficiaries.

- Online Campaigns – We conducted a series of digital fundraising initiatives across social media, direct mail, and email channels to engage and rally our supporters. Key highlights included the “HC Canoe Paddle the Extra Mile 2025” campaign and the “MDAS Art Class” initiative.
- Events – We organised a series of fundraising events to engage donors and strengthen community support. Initiatives such as “Go The Distance” and the “MDAS 25th Anniversary Charity Gala” saw strong participation and generous contributions, raising over \$250,000 in donations.

We are grateful to our donors, partners, and supporters for their continued support in advancing our mission to empower lives and foster a more inclusive community for all.



The Year Ahead

Future Plans

MDAS is honoured to be a recipient of the inaugural Income Insurance OrangeAid Caregiver Support Accelerator Grant. This timely grant enables MDAS to address critical gaps in caregiver support and strengthen families.

Through the grant, MDAS will expand our specialised home-help services for beneficiaries with more complex care needs, where current respite options are insufficient. We will also introduce in-home support for caregivers who are often homebound due to round-the-clock caregiving responsibilities, helping to reduce stress and promote mindfulness.

In response to growing demand, services will be extended to individuals with other forms of moderate to severe physical disabilities requiring higher levels of care and support.

Our Commitments

MDAS envisions to be the one stop and go-to organisation for persons with rare neuromuscular conditions and their families to enable them to live their best lives. We are committed to strengthening the association's services and programmes and increase awareness of muscular dystrophy, spinal muscular atrophy and specific neuromuscular conditions as well as MDAS.



Fundraising Plans

For FY26/27, we are adopting a diversified and sustainable fundraising strategy to strengthen financial resilience and support the growing needs of persons with MD/NMC. Our approach focuses on deepening donor engagement, expanding corporate partnerships and building recurring income streams.

Key priorities include deepening corporate partnerships through CSR collaborations. MDAS will also anchor its efforts on signature fundraising events, including initiating a charity concert and golf tournament, to drive income and public awareness.

To build a stable income base, MDAS will expand individual giving through regular donation programmes, digital campaigns and strengthened donor stewardship. Concurrently, we will actively pursue grants and foundation funding to support core programmes, innovation and capability development.

MDAS will also grow community partnerships with schools and organisations to widen outreach and co-create fundraising opportunities.

Expenditure Plan

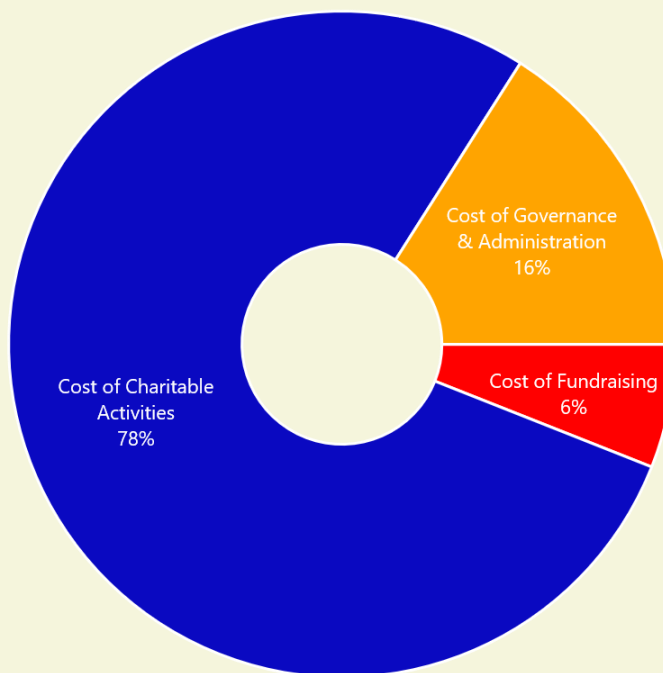
The projected cost of fundraising is expected to be 14% of the projected fundraising income. This remains compliant with the fundraising efficiency ratio set by the authorities to keep the ratio below 30%.

The cost of generating funds refers to the costs that are directly attributable to the fundraising activities, and the cost of charitable activities comprises of all costs incurred in the pursuit of the charitable objectives of the Association.

For the general fund, the cost of charitable activities projected at 78% is the primary cost of our operations while the projected governance and administration cost is 16%. The total charitable costs include the apportionment of overhead and shared costs.

Governance and Administration costs relate to the overhead costs of running the Association which include costs to ensure that it meets the public accountability and statutory requirements.

Overall Expenditure Budget (FY26/27)



Governance & Transparency

Muscular Dystrophy Association (Singapore), or 'MDAS', is registered with the Registry of Societies on 3 March 2000, under the Registration No. ROS 111/2000 WEL. We are also registered with the Commissioner of Charities as a Charity under the Charities Act on 26 June 2002, under the Registration No. 01578.

As a charity with Institution of Public Character (IPC) status, MDAS adheres to the guidelines set out by the regulators of charities. We report regularly to the National Council of Social Service (NCSS), Ministry of Social and Family Development (MSF) as well as the Ministry of Health (MOH) and work with them to ensure that we are accountable to all whom we serve.

MDAS is committed to the principles of accountability and transparency. To adhere to these principles, MDAS regularly makes available information regarding our programmes/activities, audit statements and Board members through an annual report and our website.

Board of Management Committee

Our Board of Management Committee is made up of volunteers who are elected or co-opted to the Board and serve a period of two years (i.e. one term of office). Under our governing Constitution, the Honorary Treasurer and Assistant Honorary Treasurer will not be re-elected to the same or related post for two consecutive terms of office. No Board member receives remuneration for their Board services.

There are no board members holding staff appointments and paid employees do not serve as executive members of the board. There is no paid employee who is a close member of the family of the Board Member or Executive Director. This is to avoid conflict of interest, role conflicts and integrity issues on board decisions. Staff do not vote or participate in the Board's decision-making.

We strive to ensure the Board is diverse and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgment and act in the best interest of MDAS. As part of their on-boarding process, board members will be given a copy of their standard operating procedures and policy guidelines that include their roles and responsibilities and code of conduct.

Role of the Governing Board

The Board's role is to provide strategic direction and oversight of MDAS' programmes and objectives and to steer the organisation towards fulfilling its vision and mission through good governance. As part of its role, the Board is primarily responsible for the following matters:

- Approve budget for the financial year and monitor expenditure against budget.
- Review and approve financial statements.
- Regularly monitor the progress of the MDAS' programmes and services.

Board Roles & Responsibilities

By and large, our governing board members must ensure that they are not disqualified under the Charities Act from being board members, act in the best interest of the Association and be actively involved in the management and decision-making process. They exercise strict control over financial matters of the Association to ensure the charity remains solvent, and that charitable funds and assets are used reasonably, and only for the furtherance of the Association's objects.

The Board will avoid undertaking activities that will place charity funds, assets, and reputation at undue risks and to ensure that MDAS complies with the Charities Act and Regulations, and with the requirements of the Office of the Commissioner of Charities or our Sector Administrators (Ministry of Health). The governing board stays true to the charitable purposes and objects, and to abide by the rules set out in the charity's governing instrument. They ensure proper management of the Association such that it is not opened to abuse and avoid conflict of interests; and comply with the other legislations which govern the charity's activities such as the Charities Act and the Societies Act, if applicable.

Sub-Committees' Roles and Responsibilities

Audit

The Audit Committee facilitates the external and internal audit of the organisation for the Board to obtain independent information about the organisation's activities. The Treasurer or Finance Committee Chairman should not concurrently chair the Audit Committee.

Finance

The Finance Committee is often led by the Board Treasurer. The committee's review budgets, ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.

Fundraising

The Fund-raising Committee's task is responsible for overseeing the organisation's overall fund-raising, such as working with staff to establish a fund-raising plan and to monitor fund-raising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fund-raising efforts are cost-effective.

Human Resource

The functions of the HR Committee include drafting and/or revising personnel policies for Board approval, reviewing job descriptions, establishing a salary structure, and annually reviewing staff salaries, and reviewing the benefits package. It is also tasked in guiding development, review and authorisation of HR policies and procedures.

Public Relations/Communications

The functions of the Public Relations Committee are to represent the organisation to the community and to review and recommend public education strategies to serve the objectives of the organisation. It also acts as resource persons and advises on public and media relations.

Succession Planning & Term of Board

To enable succession planning and steady renewal in the spirit of sustainability, we strive to identify and develop future leaders of MDAS particularly at higher management levels such as the Board and the position of the Executive Director. For board succession planning, a working committee had been formed to ensure a gradual transition and to identify opportunities to promote and enable board diversity and succession planning to enhance our board leadership capacity.

In line with the Code of Governance, Board members may serve a maximum of 10 consecutive years. They may be considered for re-appointment after a break of at least two years. If a Board member steps down for less than two years and is later re-appointed, their years of service will continue from the date they left the Board. If a Board member wishes to be re-elected or serves beyond the 10-year limit, the extension must be deliberated and approved at the general meeting. MDAS shall disclose in its annual report the reasons for retaining any Board member who has served more than 10 consecutive years, together with its succession plan.

The positions of Treasurer (or an equivalent position) cannot be held by any one person for more than two consecutive terms. Each term of office of the Committee is two years. After meeting the maximum term limit for the Treasurer, his/her reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. 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. The Board member may continue to serve in other positions on the Board but not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting.

Board Orientation, Training & Evaluation

Each Board member will be given a Board kit from the start of his/her service to ensure that all Board members have the necessary reference information to carry out their governance role on the Board. The Board kit serves to orient and guide Board members in their functions on MDAS' Board. It provides them with the vision, mission, policies, guidelines, and principles that chart the course of actions and establish objectives for the operation and services of MDAS.

The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Based on the evaluation, Board members could seek training to plug competency gaps, adopt best practices or where appropriate, attract potential new members with the relevant expertise to the Board.

Disclosure of Remuneration and Benefits

- No Board members are remunerated for their Board services in the financial year.
- None of the staff serve on the Board of the MDAS.
- MDAS has no paid staff who are close members of the family of the Executive Director or Board members, and whose remuneration exceeds \$50,000 during the year.
- Staff are not involved in setting their own remuneration.
- The total annual remuneration of the three highest paid staff for the financial year is as follows:

Remuneration Band*	Number of staff
\$100,000 and below	2
Between \$100,001 and \$200,000	1

**Includes salaries, bonuses and contributions to Central Provident Fund.*

Related Entities & Related Parties Transactions

MDAS do not have any related entities.

Please refer to disclosure of related parties' transactions at our audited financial report under Note 18 "Related Party Transactions".

Review of Key Policies and Procedures & Internal Controls

We continued to strengthen our governance framework by implementing and reviewing key policies and procedures to ensure they remained aligned with our mission and objectives. The Board approved the annual budget to support our strategic plans and maintained close oversight of income and expenditure throughout the year. This monitoring covered a wide range of financial activities, including financial assistance programs, matching grants, donations, external funding sources, and staff costs. Regular reviews enabled timely adjustments and ensured that resources were directed effectively to priority initiatives.

In addition, we upheld robust internal controls to safeguard and manage our funds and resources. Clear revenue and receipting procedures ensured that all income was properly recorded, receipted, and reported. Procurement and payment processes were conducted transparently, reinforcing accountability in the purchase of goods and services and the authorisation of payments. A structured system of delegated authority, including defined approval limits, further strengthened our financial stewardship and minimises risks.

Whistle Blowing Policy

MDAS has in place, a whistle-blowing policy to ensure strong corporate governance and promotes an open and transparent culture, where employees, vendors, clients and other stakeholders are provided an avenue to address concerns about possible wrongdoing, malpractice, improprieties or fraud, in particular or in relation to financial controls, ethics or other matters within the organisation.

For more information on our Whistle Blowing Policy, please visit <https://www.mdas.org.sg/governance>

Conflict of Interest Policy

- All Board members and executive staff are required to comply with MDAS' conflict of interest policy which stipulates that, when dealing in matters concerning MDAS, they are to exercise their best care, skill, and judgement for the sole benefit of MDAS, and to make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.
- Board members and executive staff also abstain and do not participate in decision-making on matters where they have a conflict of interest.
- The Board has put in place documented procedures for Board members and executive staff to declare actual or potential conflicts of interests on a regular and need-to basis.
- No Board member or staff is involved in setting his or her own remuneration

Volunteer Management

Volunteer management policies are in place to provide guidelines to volunteers on their role, responsibilities, and expectations at MDAS programmes and activities, while delivering the assigned tasks. The policies also include the procedures on recruitment, induction and training, placements, and administrative functions.

Risk Management

We regularly identify and review the key risks that we are exposed to and refer to our processes to manage these risks.

We proactively monitor strategic, financial, operational, and technology risks to ensure long-term organisational sustainability. Furthermore, we maintain robust business continuity practices by leveraging remote working capabilities and digital platforms to ensure that critical services and essential operations continue seamlessly.

Healthcare protocols are also designed to protect our beneficiaries during disruptions due to disease outbreak. This commitment to resilience allows us to safeguard stakeholders' interests while maintaining mission continuity.

Financial risk management is reported at our audited financial statements.

Anti-Money Laundering / Countering the Financing of Terrorism (AML/CFT)

MDAS has in place an Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy which provides guidelines on due diligence checks of donors, ongoing monitoring of incoming funds, risk assessment, as well as reporting of suspicious transaction identified during charity's operations.

Background Checks

Pursuant to the Section 28 of the Charities Act and the Code of Governance for Charities and Institutions of a Public Character of Principle 3, Code ID 3.1, we conduct background checks to ensure that the members of the Board/Management Committee are suited to serve in MDAS.

Media Communication Policy

MDAS is committed to transparent, accurate, and timely communication with stakeholders across various communication channels, including digital platforms. In advocating for persons with MD/NMC, we ensure all communications are respectful, inclusive, and protect the dignity, privacy and informed consent of our beneficiaries.

We maintain consistent messaging, provide accessible channels for feedback and respond constructively to public and media queries. Protocols are in place to manage sensitive issues and crisis situations, ensuring responsible and transparent communication at all times.

MDAS adheres to the principles of the Charity Governance Code and guidelines by the National Council of Social Service in upholding accountability and public trust.

Environmental, Social, and Governance (ESG)

MDAS believes that corporate sustainability is a key strategy for achieving long-term growth. We adhere to an Environmental, Social, and Governance (ESG) framework, which serves as a guiding principle for both our internal and external processes, steering us toward more resilient operations.

- We strive to conduct our work in an environmentally friendly and sustainable manner, making green practices such as reduce, reuse and recycle as part of our daily operations.
- We will align our strategies to be socially conscious, socially responsible, appreciates and cares for our community and stakeholders.
- We aim to achieve the highest standards of governance with the compliance to all applicable regulations and guidelines.

Funding Sources

MDAS is financially supported by donations and sponsorships from public (individuals and corporations), and as well as funding from government grants. Fund-raising activities such as charity gala, concert and golf events were held to generate donations.

Explanation of the Purposes for which the Charity's Assets are Held

Property and equipment consisting of renovations, vehicle, furniture, and equipment as well as computer software, purchased at 9 Bishan Place #06-04 Junction 8 Shopping Centre Singapore 579837 are used for the Association's charitable activities such as classes, training, talks, counselling, sports and as well as operational use.

Future Plans and Commitments

1. To look for long term financial sustainability and stability of the Association.
2. To broaden and strengthen MDAS' visibility.

Review of Financial State and Explanation of Major Financial Transactions

The financial state of the Society could be found in the audited financial statements attached. Major transactions include the amount raised from government grants/funds, fund-raising events, and general donations. The review of the financial state and explanation of major financial transactions are disclosed in the Financial Statements.

Responsible Financial Stewardship

MDAS does not provide loans, donations, grants, or financial assistance that fall outside the scope of its core charitable programmes as outlined in our policy. This includes, for example, loans to employees or grants and financial assistance extended to business entities.

Principal Funding Sources

MDAS mainly relies on donations and grants to fund its operations.

Funds

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Management Committee.

Externally restricted funds may only be utilised in accordance with the purposes for which they are established. The Management Committee retains full control over the use of unrestricted funds for any of the Association's purposes. We disclosed our funds in our audited financial statements.

Purposes of Unrestricted Designated Funds

Designated funds are set up to support and finance specific services/programmes to benefit the members of the Association. The Equipment Fund is used to provide subsidy to members for purchase of equipment, such as wheelchairs and breathing machines.

Restricted Funds

These are funds held by MDAS that can only be applied for specific purposes. Descriptions of the funds can be referred to the notes in the accompanying audited financial statements.

Reserve Position & Policy

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

The fund that the Association has set aside is to provide financial stability and the means for the development of its principal activity. The Association intends to maintain the unrestricted funds at a level, which is not more than 3 years of expenditure, to ensure the continued running and smooth operation of the organisation.

For more information, please refer to the section on "Reserve position and policy" of our audited financial statements.

Personal Data Protection Policy

MDAS recognises its obligations under the Personal Data Protection Act 2012 ("PDPA") and this Privacy Statement is to help you understand how MDAS ("MDAS", "we", "us", or "our") collect, use, disclose and care for the Personal Data you have provided to us, as well as to assist you in making an informed decision before providing us with any of your Personal Data.

We recognise the importance of the Personal Data you have entrusted to us and are committed to properly manage and protect your Personal Data.

More information: <https://www.mdas.org.sg/privacy-policy/>

Governance Evaluation Checklist (GEC)

All charities and IPCs to which the Code applies are required to submit a Governance Evaluation Checklist (GEC) online via the Charity Portal. Our disclosure of this checklist is made available for public viewing on the [Charity Portal](#).

Stakeholder and Public Feedback

We welcome feedback from our stakeholders and the wider community. Your perspectives help us strengthen our programmes and ensure that our initiatives remain responsive to the needs we serve.

Feedback may be shared via:

- Email: mdas@mdas.org.sg
- Website: <https://www.mdas.org.sg/contact-us/>
- By post to our office: 9 Bishan Place, #06-04, Junction 8, Singapore 579837

All submissions are reviewed by our management team and, where appropriate, incorporated into our ongoing efforts to improve governance and programme delivery.

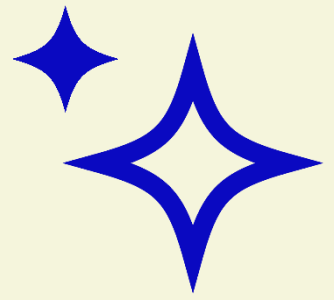
Board Meetings and Attendance

A total of 4 Board meetings and one AGM were held during the financial year. The following sets out the individual Board member's attendance at the meetings:

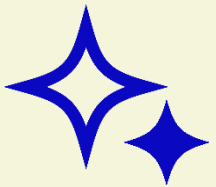
Name of Board Members & Consulting Member	Attendance*	Appointment/ Designation
Mr. Chang Lai Keung Philip	3/4	President (w.e.f. 16 Sep 2023) Vice-President (up to 16 Sep 2023)
Mr. Chia Ding Shan	4/4	Vice-President (w.e.f. 16 Sep 2023) Honorary Secretary (up to 16 Sep 2023)
Mr. Oh Boon Keng	2/2	Honorary Secretary (w.e.f. 2 Aug 2025)
Mr. Lim Kay Choong	4/4	Asst. Honorary Secretary (w.e.f. 2 Aug 2025) Committee Member (up to 2 Aug 2025)
Ms. Germaine Ling Yann Ching	3/4	Honorary Treasurer (w.e.f. 2 Aug 2025) Committee Member (up to 2 Aug 2025)
Mr. Darren Lim Yee Aun	3/4	Asst. Honorary Treasurer (w.e.f. 2 Aug 2025) Committee Member (up to 2 Aug 2025)
Ms. Joanne Yang	2/4	Committee Member (w.e.f. 2 Aug 2025) Asst. Honorary Secretary (up to 2 Aug 2025) Consulting Member (up to 16 Sep 2023)
Dr. Satyaki Sengupta	4/4	Committee Member (w.e.f. 2 Aug 2025) Asst. Honorary Treasurer (up to 2 Aug 2025)
Ms. Nurulasyiqah Binte Mohammad Taha	2/2	Committee Member (w.e.f. 2 Aug 2025)
Dr. Wang Sijia Furene	2/2	Committee Member (w.e.f. 2 Aug 2025)
Ms Poh Ya Nee	2/2	Honorary Secretary (up to 2 Aug 2025)
Mr. Chan Wai Tat	1/2	Honorary Treasurer (up to 2 Aug 2025)
Dr. Stacey Tay Kiat Hong	2/2	Committee Member (up to 2 Aug 2025)

**Attendance in Board Meetings held during the financial year*

Acknowledgements



Your support has been our strength.



Thank you!

Being a self-help organisation, MDAS is completely reliant on generous donations and help from well-wishers and supporters who believe in our cause. Your donations and volunteering efforts have empowered us to continue doing what we do best; providing care and support to members with MD/NMC and their families.

While we are unable to individually acknowledge every donor and supporter, we extend our heartfelt gratitude to every one of you who stood by our cause and made a meaningful difference in the lives of our members.

Special thanks also to members and volunteers who contributed their photo images to this annual report.



Muscular Dystrophy Association (Singapore)

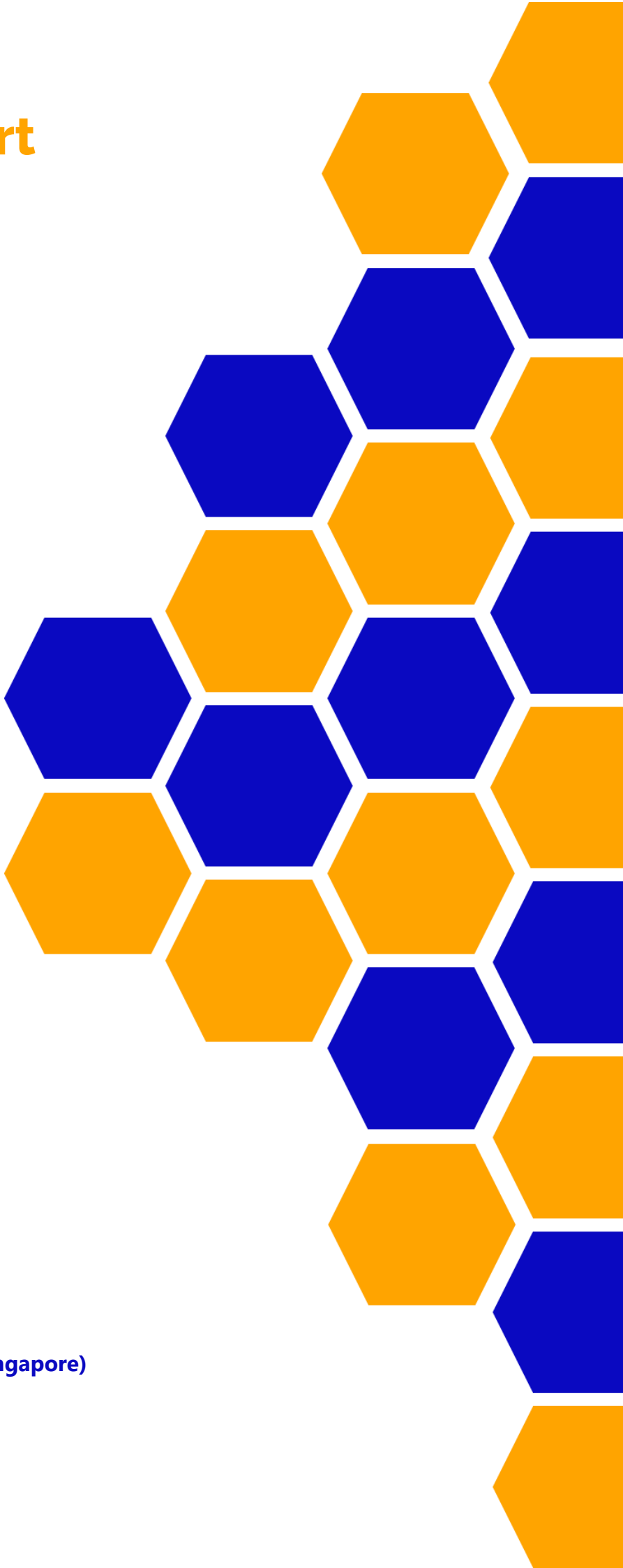
9 Bishan Place, #06-04 Junction 8 (Office Tower) Singapore 579837
6259 6933 | mdas@mdas.org.sg

 www.mdas.org.sg

 [MDASofficial](https://www.facebook.com/MDASofficial)

 [musculardystrophy_sg](https://www.instagram.com/musculardystrophy_sg)

Financial Report 2025/2026



Muscular Dystrophy Association (Singapore)
Audited Financial Statements
Financial Year ended 31 March 2026

Muscular Dystrophy Association (Singapore)
(Unique Entity Number: T00SS0094D)
(Registered under Societies Act 1966 and Charities Act 1994)

AUDITED FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026



**Tan, Chan
& Partners**

CHARTERED ACCOUNTANTS SINGAPORE

26 Eng Hoon Street Singapore 169776

Tel: 6533 7393 Fax: 6533 6831

www.tanchan-cpa.com

Muscular Dystrophy Association (Singapore)
(Unique Entity Number: T00SS0094D)

AUDITED FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

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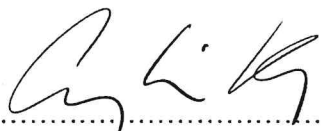
Muscular Dystrophy Association (Singapore)

**STATEMENT BY THE MANAGEMENT COMMITTEE
For the Financial Year Ended 31 March 2026**

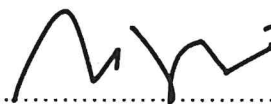
In the opinion of the Management Committee,

- (a) the financial statements of Muscular Dystrophy Association (Singapore) (the “Association”) together with the notes thereto 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 Financial Reporting Standards in Singapore (“FRSs”) so as to present fairly, in all material respects, the state of affairs of the Association as at 31 March 2026 and the results, changes in funds and cash flows of the Association for the financial year ended on that date; and
- (b) 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.

On behalf of the Management Committee



.....
Chang Lai Keung Philip
President



.....
Ling Yann Ching
Honorary Treasurer

Date: 30 June 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of
Muscular Dystrophy Association (Singapore)
For the Financial Year Ended 31 March 2026

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Muscular Dystrophy Association (Singapore) (the "Association"), which comprise the statement of financial position as at 31 March 2026, and 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 Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Association as at 31 March 2026 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 the Management Committee.

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

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

INDEPENDENT AUDITOR'S REPORT

To the Members of
Muscular Dystrophy Association (Singapore)
For the Financial Year Ended 31 March 2026

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Societies Act, the Charities Act and Regulations and FRSS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

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.

INDEPENDENT AUDITOR'S REPORT

To the Members of
Muscular Dystrophy Association (Singapore)
For the Financial Year Ended 31 March 2026

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

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

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

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

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 period 1 April 2025 to 31 March 2026 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 appeal.

INDEPENDENT AUDITOR'S REPORT

To the Members of
Muscular Dystrophy Association (Singapore)
For the Financial Year Ended 31 March 2026

Report on Other Legal and Regulatory Requirements (Cont'd)

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 requirement of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditors' report is Lee Chong Xiang.



Tan, Chan & Partners
*Public Accountants and
Chartered Accountants*

Singapore

Date: 30 June 2026

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	Note	2026 \$	2025 \$
ASSETS			
Non-current asset			
Plant and equipment	4	<u>52,485</u>	<u>20,679</u>
Current assets			
Prepayments		<u>35,353</u>	<u>33,756</u>
Other receivables	5	<u>75,550</u>	<u>166,930</u>
Fixed deposits	6	<u>2,060,373</u>	<u>2,289,966</u>
Cash and bank balances	7	<u>547,302</u>	<u>749,521</u>
		<u>2,718,578</u>	<u>3,240,173</u>
Total assets		<u><u>2,771,063</u></u>	<u><u>3,260,852</u></u>
LIABILITIES AND FUNDS			
Current liabilities			
Other payables	8	<u>144,898</u>	<u>85,307</u>
Funds			
<u>Unrestricted funds</u>			
Non-designated:			
- General fund	9	<u>2,626,165</u>	<u>3,132,141</u>
Designated:			
- Equipment fund	10	<u>-</u>	<u>-</u>
<u>Restricted funds</u>			
- President's Challenge - ELF	11	<u>-</u>	<u>-</u>
- President's Challenge - 2023	12	<u>-</u>	<u>43,404</u>
		<u>2,626,165</u>	<u>3,175,545</u>
Total liabilities and funds		<u><u>2,771,063</u></u>	<u><u>3,260,852</u></u>

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

STATEMENT OF FINANCIAL ACTIVITIES
For the Financial Year Ended 31 March 2026

	Note	Unrestricted funds 2026 \$	Restricted funds 2026 \$	Total funds 2026 \$	Unrestricted funds 2025 \$	Restricted funds 2025 \$	Total funds 2025 \$
Income							
Income from generated funds	13	685,823	-	685,823	600,695	-	600,695
Income from charitable activities	13	325,679	-	325,679	746,224	-	746,224
Other income	13	46,969	-	46,969	82,364	-	82,364
		1,058,471	-	1,058,471	1,429,283	-	1,429,283
Expenditures							
Cost of generating funds	14	77,502	-	77,502	52,692	-	52,692
Cost of charitable activities	14	1,228,825	43,404	1,272,229	1,105,536	108,005	1,213,541
Governance and administrative costs	14	258,120	-	258,120	290,952	-	290,952
		1,564,447	43,404	1,607,851	1,449,180	108,005	1,557,185
Deficit for the financial year, representing total comprehensive loss for the financial year		(505,976)	(43,404)	(549,380)	(19,897)	(108,005)	(127,902)

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

STATEMENT OF CHANGES IN FUNDS
For the Financial Year Ended 31 March 2026

	Unrestricted funds			Restricted funds		
	General fund	Designated fund	Total unrestricted funds	President's Challenge - ELF	President's Challenge - 2023	Total restricted funds
		Equipment fund				
	\$ (Note 9)	\$ (Note 10)	\$	\$ (Note 11)	\$ (Note 12)	\$
As at 1 April 2024	3,152,038	-	3,152,038	1,409	150,000	151,409
Deficit for the financial year, representing total comprehensive loss for the financial year	(5,534)	(14,363)	(19,897)	(1,409)	(106,596)	(108,005)
Transferred during the year	(14,363)	14,363	-	-	-	-
As at 31 March 2025	3,132,141	-	3,132,141	-	43,404	43,404
Deficit for the financial year, representing total comprehensive loss for the financial year	(495,518)	(10,458)	(505,976)	-	(43,404)	(43,404)
Transferred during the year	(10,458)	10,458	-	-	-	-
As at 31 March 2026	2,626,165	-	2,626,165	-	-	2,626,165

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

STATEMENT OF CASH FLOWS
For the Financial Year Ended 31 March 2026

	Note	2026 \$	2025 \$
Operating activities			
Deficit for the financial year		(549,380)	(127,902)
<u>Adjustments for:</u>			
Interest income	13	(39,027)	(59,350)
Depreciation of plant and equipment	4	24,365	17,908
Operating cash flows before working capital changes		(564,042)	(169,344)
<u>Changes in working capital:</u>			
Prepayments		(1,597)	(21,315)
Other receivables		55,928	(74,617)
Other payables		59,591	63,994
Cash flows used in operations		(450,120)	(201,282)
Interest received		74,479	22,233
Net cash flows used in operating activities		<u>(375,641)</u>	<u>(179,049)</u>
Investing activities			
Withdrawal/(Investment) in fixed deposits		229,593	(422,108)
Acquisition of plant and equipment	4	(56,171)	(11,244)
Net cash flows generated from/(used in) investing activities		<u>173,422</u>	<u>(433,352)</u>
Net changes in cash and cash equivalents		(202,219)	(612,401)
Cash and cash equivalents at beginning of financial year		<u>749,521</u>	<u>1,361,922</u>
Cash and cash equivalents at end of financial year	7	<u><u>547,302</u></u>	<u><u>749,521</u></u>

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

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

1. GENERAL INFORMATION

Muscular Dystrophy Association (Singapore) (the “Association”) is domiciled in the Republic of Singapore and is registered under the Societies Act 1966 and Charities Act 1994. The Association is an approved Institution of Public Character (IPC) from 12 July 2025 to 11 July 2028.

The registered office is located at 9 Bishan Place, #06-04 Junction 8, Singapore 579837.

The principal activities of the Association are:

- To provide support and care to persons with muscular dystrophy and specific neuromuscular conditions and their families;
- To provide health education on muscular dystrophy and specific neuromuscular conditions; and
- To support medical research on muscular dystrophy and specific neuromuscular conditions.

The financial statements of the Association for the financial year ended 31 March 2026 were authorised for issue by the Management Committee on date of the Statement of the Management Committee.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standards in Singapore (“FRSs”) under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements of the Association are presented in Singapore Dollar (“\$”), which is the Association’s functional currency.

2.2 Adoption of new and amended standards and interpretations

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

2.3 Standards issued but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.3 Standards issued but not yet effective (cont'd)

The Management Committee expects that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

2.4 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Association and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in statement of financial activities.

2.5 Plant and equipment

All items of plant and equipment are initially recorded at cost. Subsequent to initial recognition, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to working condition for its intended use.

Depreciation is computed on a straight-line method over the estimated useful lives of the assets as follows:

	<u>Estimated useful life</u>
Computer and software	3 years
Furniture and fittings	10 years
Medical equipment	3 years
Motor vehicles	5 years
Office equipment	5 years
Renovations	5 years

Fully depreciated plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these assets.

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

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

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the assets is included in statement of financial activities in the period that the assets are derecognised.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.6 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 of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets. 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 considered impaired and written down to its recoverable amount.

Impairment losses are recognised in statement of financial activities.

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.

2.7 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

At initial recognition, the Association measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the statement of financial activities.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Association's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income ("FVOCI") and FVPL. The Association only has debt instruments at amortised cost.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.7 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Subsequent measurement (cont'd)

Investments in debt instruments (cont'd)

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

Derecognition

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

(b) Financial liability

Initial recognition and measurement

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

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

Subsequent measurement

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

Derecognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of financial activities.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.8 Impairment of financial assets

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

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

The Association considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Association may also consider a financial asset to be in default when internal or external information indicates that the Association is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Association. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.9 Cash and cash equivalents

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

2.10 Provisions

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

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.11 Employee benefits

Defined contribution plan

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

Short-term benefits

All short-term benefits are recognised in statement of financial activities in the period in which the employees rendered their services to the Association.

2.12 Income recognition

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

Income is recognised when the Association satisfies a performance obligation by transferring a promised good or service to the customers, which is when the customers obtain control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of income recognised is the amount allocated to the satisfied performance obligation.

(a) Donations

Donations are recognised and accrued in the statement of financial activities as and when they are committed (i.e. at a point in time). Uncommitted donations are recognised on receipt basis.

(b) Fund-raising income

Fund-raising income are recognised as and when the Association's entitlement to such income is established with certainty and the amount can be measured with sufficient reliability (i.e. at a point in time).

(c) Income from charitable activities

Income from charitable activities is recognised when the services have been performed and rendered.

(d) Income from social enterprise projects

Income from the sales of products and craft items is recognised when delivered to the customer and all criteria for acceptance have been satisfied.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.12 Income recognition (cont'd)

(e) Interest income

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

(f) Other income

Other income is recognised when received.

2.13 Expenditure recognition

All expenditures are accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

(a) Cost of generating funds

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

(b) Cost of charitable activities

Cost of charitable activities comprises all resources applied in undertaking activities to meet the charitable objects of the Association.

(c) Governance and other administrative costs

Governance and other administrative costs include the costs of governance arrangement, which relate to the general running of the Association, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

2.14 Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

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

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

2. MATERIAL ACCOUNTING POLICY INFORMATION (Cont'd)

2.14 Government grants (cont'd)

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

2.15 Contingencies

A contingent liability is:

- (i) a possible obligation that arises from past events whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Association; or
- (ii) a present obligation that arises from past events but is not recognised because:
 - (a) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (b) the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Association.

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 the revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of reporting period. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

Management is of the opinion that there is no significant judgement made in applying accounting policies, and no estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

4. PLANT AND EQUIPMENT						
	Computer and software \$	Furniture and fittings \$	Medical equipment \$	Motor vehicles \$	Office equipment \$	Renovations \$
Cost						Total \$
As at 1 April 2024	107,514	22,270	12,412	85,890	22,121	302,353
Additions	2,877	-	8,367	-	-	11,244
As at 31 March 2025	110,391	22,270	20,779	85,890	22,121	313,597
Additions	7,121	-	49,050	-	-	56,171
Written off	(28,298)	(9,973)	-	-	(433)	(38,704)
As at 31 March 2026	89,214	12,297	69,829	85,890	21,688	331,064
Accumulated depreciation						
As at 1 April 2024	102,608	20,574	12,412	85,890	21,764	275,010
Depreciation	3,791	779	2,789	-	357	17,908
As at 31 March 2025	106,399	21,353	15,201	85,890	22,121	292,918
Depreciation	5,406	528	8,239	-	-	24,365
Written off	(28,298)	(9,973)	-	-	(433)	(38,704)
As at 31 March 2026	83,507	11,908	23,440	85,890	21,688	278,579
Carrying amount						
As at 31 March 2025	3,992	917	5,578	-	-	20,679
As at 31 March 2026	5,707	389	46,389	-	-	52,485

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

5. OTHER RECEIVABLES

	2026	2025
	\$	\$
Accrued income	6,589	19,986
Deposit	16,190	58,728
Interest receivable	43,851	79,303
Others	8,920	8,913
	<u>75,550</u>	<u>166,930</u>

6. FIXED DEPOSITS

	2026	2025
	\$	\$
Fixed deposits	<u>2,060,373</u>	<u>2,289,966</u>

Fixed deposits are placed with financial institutions for a period of 3 to 36 (2025: 3 to 36) months and earn interest rates ranging from 0.30% to 2.85% (2025: 1.25% to 3.05%) per annum.

7. CASH AND BANK BALANCES

	2026	2025
	\$	\$
Cash at bank	546,902	748,921
Cash on hand	400	600
	<u>547,302</u>	<u>749,521</u>

Cash at bank earns interest at the prevailing rate.

8. OTHER PAYABLES

	2026	2025
	\$	\$
Accruals	40,349	53,757
Advances	-	31,550
Deferred grant	104,449	-
Deposit received	100	-
	<u>144,898</u>	<u>85,307</u>

The deferred grant relates to the grant received from the government bodies for operating purposes. No utilisation of the grant during the financial year.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

9. GENERAL FUND

The general fund represents the accumulated income of the Association. It is for the purpose of meeting the expenditure in accordance with the objectives of the Association.

	Note	2026 \$	2025 \$
<u>Movement during the financial year:</u>			
At the beginning of the financial year		3,132,141	3,152,038
Income received during the financial year	13	1,048,608	1,410,154
Expenses incurred during the financial year	14	(1,544,126)	(1,415,688)
Transferred to equipment fund	10	(10,458)	(14,363)
At the end of the financial year		<u>2,626,165</u>	<u>3,132,141</u>

10. EQUIPMENT FUND

The equipment fund is a designated fund and used to provide subsidy to members for purchase of equipment, such as wheelchairs and breathing machines.

	Note	2026 \$	2025 \$
<u>Movement during the financial year:</u>			
At the beginning of the financial year		-	-
Income received during the financial year	13	9,863	19,129
Expenses incurred during the financial year	14	(20,321)	(33,492)
Transferred from general fund	9	10,458	14,363
At the end of the financial year		<u>-</u>	<u>-</u>

11. PRESIDENT'S CHALLENGE - EMPOWERING FOR LIFE FUND ("ELF")

The President's Challenge - ELF is a fund that supports innovative initiatives in the areas of skills upgrading, capacity-building and employment and aims to help disadvantaged groups change their circumstances and bring about sustained changes by:

- Empowering people to be self-reliant;
- Enabling service users to sustain employment; and
- Holistically addressing the needs of target group(s) by collaborating with and leveraging on existing schemes and community resources.

The funding period was from 1 July 2020 to 30 June 2023.

	Note	2026 \$	2025 \$
<u>Movement during the financial year:</u>			
At the beginning of the financial year		-	1,409
Expenses incurred during the financial year	14	-	(1,409)
At the end of the financial year		<u>-</u>	<u>-</u>

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

12. PRESIDENT'S CHALLENGE - 2023

The President's Challenge - 2023 is a fund that focuses on "caring for caregivers" and seeks to boost support for caregivers and fund programs by social service agencies that help and empower caregivers.

The funding period is from 1 March 2023 to 31 March 2026.

	Note	2026 \$	2025 \$
<u>Movement during the financial year:</u>			
At the beginning of the financial year		43,404	150,000
Expenses incurred during the financial year	14	<u>(43,404)</u>	<u>(106,596)</u>
At the end of the financial year		<u><u>-</u></u>	<u><u>43,404</u></u>

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

13. INCOME

	Unrestricted funds			Restricted funds		
	General fund	Designated fund		Total unrestricted funds	President's Challenge - ELF	President's Challenge - 2023
	2026	2026	2026			
	\$	\$	\$	\$	\$	\$
	(Note 9)	(Note 10)	(Note 11)	(Note 12)		
Income from generated funds:						
Fund-raising income	473,764	-	473,764	-	-	473,764
Donation income	212,059	-	212,059	-	-	212,059
	685,823	-	685,823	-	-	685,823
Income from charitable activities:						
Charitable activities	149,061	9,863	158,924	-	-	158,924
Government grants	88,828	-	88,828	-	-	88,828
Donation in kind	49,050	-	49,050	-	-	49,050
Social enterprise projects	28,877	-	28,877	-	-	28,877
	315,816	9,863	325,679	-	-	325,679
Other income:						
Government grants	7,908	-	7,908	-	-	7,908
Miscellaneous income	34	-	34	-	-	34
Interest income	39,027	-	39,027	-	-	39,027
	46,969	-	46,969	-	-	46,969
	1,048,608	9,863	1,058,471	-	-	1,058,471

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

13. INCOME (Cont'd)

	Unrestricted funds			Restricted funds			
	General fund	Designated fund	Total unrestricted funds	President's Challenge - ELF	President's Challenge - 2023	Total restricted funds	Total funds
		Equipment fund					
2025	2025	2025	2025	2025	2025	2025	2025
\$	\$	\$	\$	\$	\$	\$	\$
(Note 9)	(Note 10)		(Note 11)	(Note 12)			
Income from generated funds:							
Fund-raising income	320,338	-	320,338	-	-	-	320,338
Donation income	280,357	-	280,357	-	-	-	280,357
	600,695	-	600,695	-	-	-	600,695
Income from charitable activities:							
Charitable activities	129,759	19,129	148,888	-	-	-	148,888
Government grants	557,404	-	557,404	-	-	-	557,404
Social enterprise projects	39,932	-	39,932	-	-	-	39,932
	727,095	19,129	746,224	-	-	-	746,224
Other income:							
Government grants	23,014	-	23,014	-	-	-	23,014
Interest income	59,350	-	59,350	-	-	-	59,350
	82,364	-	82,364	-	-	-	82,364
	1,410,154	19,129	1,429,283	-	-	-	1,429,283

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

14. EXPENDITURES

	Note	Unrestricted funds			Restricted funds			Total funds 2026 \$
		General fund 2026 \$ (Note 9)	Designated fund Equipment fund 2026 \$ (Note 10)		Total unrestricted funds 2026 \$ (Note 11)	President's Challenge - ELF 2026 \$ (Note 12)	President's Challenge - 2023 2026 \$ (Note 12)	Total restricted funds 2026 \$
Cost of generating funds:								
Fund raising expenses		77,502	-	-	77,502	-	-	77,502
Cost of charitable activities:								
Equipment for members								
General	15	-	11,316	-	11,316	-	-	11,316
Support costs		-	9,005	-	9,005	-	-	9,005
Programmes and activities								
General		343,862	-	-	343,862	-	25,819	369,681
Support costs	15	657,962	-	-	657,962	-	17,585	675,547
Public awareness								
General		19,771	-	-	19,771	-	-	19,771
Support costs	15	69,165	-	-	69,165	-	-	69,165
Social enterprise projects								
General		18,498	-	-	18,498	-	-	18,498
Support costs	15	99,246	-	-	99,246	-	-	99,246
		1,208,504	20,321	-	1,228,825	-	43,404	1,272,229

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

14. EXPENDITURES (Cont'd)

	Unrestricted funds			Restricted funds			
	General fund	Designated fund		Total unrestricted funds	President's Challenge - ELF	President's Challenge - 2023	Total restricted funds
	2026	2026	2026	2026	2026	2026	2026
Note	\$	\$	\$	\$	\$	\$	\$
	(Note 9)	(Note 10)	(Note 11)	(Note 12)			
Governance and administrative costs:							
Accounting fee	4,200	-	-	4,200	-	-	4,200
Advertising fee	839	-	-	839	-	-	839
Auditor's remuneration	5,995	-	-	5,995	-	-	5,995
Bad debts	1,113	-	-	1,113	-	-	1,113
Bank charges	1,702	-	-	1,702	-	-	1,702
Depreciation	24,365	-	-	24,365	-	-	24,365
General expenses	499	-	-	499	-	-	499
Insurance	9,550	-	-	9,550	-	-	9,550
Loss on foreign currency	260	-	-	260	-	-	260
Meeting	1,292	-	-	1,292	-	-	1,292
Professional fee	250	-	-	250	-	-	250
Postage and stationery	2,279	-	-	2,279	-	-	2,279
Subscription and periodicals	1,752	-	-	1,752	-	-	1,752
Upkeep of office equipment	23,901	-	-	23,901	-	-	23,901
Support costs	180,123	-	-	180,123	-	-	180,123
15	258,120	-	-	258,120	-	-	258,120
	1,544,126	20,321	-	1,564,447	43,404	43,404	1,607,851

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

14. EXPENDITURES (Cont'd)

	Note	Unrestricted funds			Restricted funds		
		General fund	Total unrestricted funds		President's Challenge - ELF	President's Challenge - 2023	Total restricted funds
		2025	2025	2025	2025	2025	2025
		\$	\$	\$	\$	\$	\$
		(Note 9)	(Note 10)	(Note 11)	(Note 12)		
Cost of generating funds:							
Fund raising expenses		52,692	-	52,692	-	-	52,692
Cost of charitable activities:							
Equipment for members		-	23,100	23,100	-	-	23,100
General	15	-	10,392	10,392	-	-	10,392
Support costs							
Programmes and activities							
General		271,108	-	271,108	1,409	54,316	326,833
Support costs	15	631,753	-	631,753	-	52,280	684,033
Public awareness							
General		15,425	-	15,425	-	-	15,425
Support costs	15	55,885	-	55,885	-	-	55,885
Social enterprise projects							
General		19,241	-	19,241	-	-	19,241
Support costs	15	78,632	-	78,632	-	-	78,632
		1,072,044	33,492	1,105,536	1,409	106,596	1,213,541

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

14. EXPENDITURES (Cont'd)

	Note	Unrestricted funds			Restricted funds			Total funds
		General fund	Designated fund	Total unrestricted funds	President's Challenge - ELF	President's Challenge - 2023	Total restricted funds	
			Equipment fund					
		2025	2025	2025	2025	2025	2025	2025
		\$	\$	\$	\$	\$	\$	\$
		(Note 9)	(Note 10)	(Note 11)	(Note 12)			
Governance and administrative costs:								
Accounting fee		4,200	-	4,200	-	-	-	4,200
Advertising fee		2,644	-	2,644	-	-	-	2,644
Auditor's remuneration		6,540	-	6,540	-	-	-	6,540
Bad debts		168	-	168	-	-	-	168
Bank charges		1,620	-	1,620	-	-	-	1,620
Depreciation	4	17,908	-	17,908	-	-	-	17,908
Insurance		10,869	-	10,869	-	-	-	10,869
Meeting		3,735	-	3,735	-	-	-	3,735
Postage and stationery		2,411	-	2,411	-	-	-	2,411
Subscription and periodicals		2,141	-	2,141	-	-	-	2,141
Transport claim		94	-	94	-	-	-	94
Upkeep of office equipment		30,789	-	30,789	-	-	-	30,789
Support costs	15	207,833	-	207,833	-	-	-	207,833
		290,952	-	290,952	-	-	-	290,952
		1,415,688	33,492	1,449,180	1,409	106,596	108,005	1,557,185

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS
For the Financial Year Ended 31 March 2026

15. SUPPORT COSTS

	Note	Unrestricted funds						Restricted funds		Total funds	Basis of apportionment
		Designated fund	General funds				President's Challenge - ELF	President's Challenge - 2023			
			Programmes and activities	Public awareness	Social enterprise projects	Governance and admin costs					
2026		\$	\$	\$	\$	\$	\$	\$	\$		
Staff costs											
CPF, SDL and Levy	17	879	75,465	8,542	12,373	17,583	-	2,556	117,398	Time spent	
Salaries and bonus	17	6,488	548,222	58,416	84,381	129,766	-	15,029	842,302	Time spent	
Training and welfare	17	103	8,173	672	957	2,067	-	-	11,972	Per capita	
		7,470	631,860	67,630	97,711	149,416	-	17,585	971,672		
Office maintenance		1,182	20,095	1,182	1,182	23,641	-	-	47,282	Space occupied	
Storage rental		182	3,086	182	182	3,630	-	-	7,262	Space used	
Telecommunication		65	1,111	65	65	1,307	-	-	2,613	Time spent	
Utilities		106	1,810	106	106	2,129	-	-	4,257	Space occupied	
	14	9,005	657,962	69,165	99,246	180,123	-	17,585	1,033,086		
2025											
Staff costs											
CPF, SDL and Levy	17	1,040	73,598	6,870	9,785	20,809	-	7,597	119,699	Time spent	
Salaries and bonus	17	7,705	522,443	46,707	66,208	154,100	-	44,683	841,846	Time spent	
Training and welfare	17	97	9,367	758	1,089	1,930	-	-	13,241	Per capita	
		8,842	605,408	54,335	77,082	176,839	-	52,280	974,786		
Office maintenance		1,193	20,285	1,193	1,193	23,865	-	-	47,729	Space occupied	
Storage rental		170	2,887	170	170	3,396	-	-	6,793	Space used	
Telecommunication		62	1,053	62	62	1,239	-	-	2,478	Time spent	
Utilities		125	2,120	125	125	2,494	-	-	4,989	Space occupied	
	14	10,392	631,753	55,885	78,632	207,833	-	52,280	1,036,775		

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

16. DONATIONS

The Association is an approved Institution of a Public Character (“IPC”) whereby public donors are granted 2.5 times tax deductions for donations made to the Association. The current IPC status granted by the Ministry of Health (“MOH”) is up to 11 July 2028.

	2026	2025
	\$	\$
Tax-deductible receipts issued for donations received during the reporting year	<u>554,441</u>	<u>522,729</u>

17. EMPLOYEE BENEFIT EXPENSES

	Note	2026	2025
		\$	\$
Short-term employee benefits expenses	15	842,302	841,846
Contributions to defined contribution plan	15	117,398	119,699
Other benefits	15	<u>11,972</u>	<u>13,241</u>
		<u>971,672</u>	<u>974,786</u>

There is no paid staff who is a close member of the family belonging to the Executive Director or a member of the Management Committee.

During the current and previous financial year, there were no loans made to any employees, member of the Management Committee, related parties or outside parties.

The remuneration band of the three highest paid staff is as follows:

	2026	2025
Between \$100,001 and \$200,000	<u>1</u>	<u>1</u>

None of the board members receive remuneration for their board services.

18. RELATED PARTY TRANSACTIONS

In addition to the related party transactions disclosed elsewhere in the financial statements, the Association carried out the following transactions with the related parties on terms agreed between them during the financial year:

	2026	2025
	\$	\$
<i>Key management personnel compensation</i>		
Short-term employee benefits expenses	366,099	370,148
Contribution to defined contribution plan	<u>43,801</u>	<u>45,793</u>
	<u>409,900</u>	<u>415,941</u>

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

19. TAXATION

The Association is registered as a charity under the Charities Act 1994 with effect from 26 June 2002. By virtue of section 13(1)(zm) of the Income Tax Act 1947, the Association is exempted from income tax.

20. FUND RAISING

	Note	2026 \$	2025 \$
<u>30/70 Fund raising Efficiency Ratio</u>			
Donation income from generated funds	13	685,823	600,695
Cost of generating funds	14	77,502	52,692
Fund raising efficiency ratio		<u>11.30%</u>	<u>8.77%</u>

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

21. OVERSEAS TRANSACTIONS

In addition to information disclosed elsewhere in the financial statements, the following significant expenditure and capital outlay remitted to, spent in, or benefit locations outside Singapore are as follows:

<u>Countries</u>	<u>Nature of expenditures</u>	2026 \$	2025 \$
Japan	Cybernetics Therapy Programme	22,191	36,616
Greece	Supply boccia ramps	-	3,460
South Korea	Supply boccia ball set	-	1,379

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 March 2026

22. FINANCIAL INSTRUMENTS

At the reporting date, the aggregate carrying amounts of financial assets at amortised cost and financial liability at amortised cost were as follows:

	Note	2026 \$	2025 \$
<u>Financial assets</u>			
Other receivables	5	75,550	166,930
Fixed deposits	6	2,060,373	2,289,966
Cash and bank balances	7	547,302	749,521
Financial assets at amortised cost		<u>2,683,225</u>	<u>3,206,417</u>
<u>Financial liabilities</u>			
Other payables, representing			
financial liabilities at amortised cost	8	<u>144,898</u>	<u>85,307</u>

23. FAIR VALUE OF ASSETS AND LIABILITIES

No financial assets or liabilities were measured at fair value as at financial year end.

The carrying amounts of financial assets and liabilities on the statement of financial position approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The management committee consider that the carrying amounts of financial assets and liabilities recorded at amortised cost in the financial statements approximate their fair values.

24. FINANCIAL RISK MANAGEMENT

The key financial risk faced by the Association is liquidity risk.

The Management Committee is responsible for setting the objectives and underlying principles of financial risk management for the Association. The management team then establishes the detailed policies such as risk identification, measurement and exposure limits.

The finance personnel measure actual exposures against the limits set and prepare regular reports for the review of the management team and the Management Committees. The information presented below is based on information received by key management.

MUSCULAR DYSTROPHY ASSOCIATION (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS For the Financial Year Ended 31 March 2026

24. FINANCIAL RISK MANAGEMENT (Cont'd)

Liquidity risk

Liquidity risk is the risk that the Association may encounter difficulties to settle or meet its financial obligations due to shortage of available funds. The Association's objective is to maintain sufficient level of cash and bank balances, and internally generated cash flows to finance its activities. The Association actively manages its operating cash flows and availability of funding so as to ensure that all repayment and funding needs are met.

All financial liabilities at the end of the reporting period are repayable within one year from the reporting date.

25. RESERVE POSITION AND POLICY

The Association's reserve position for financial year ended 31 March 2026 is as follows:

	2026 \$	2025 \$	Increase / (Decrease) %
(A) Unrestricted fund			
General fund	2,626,165	3,132,141	(16.15)
(B) Restricted or designated funds			
Restricted funds	-	43,404	(100.00)
(C) Total funds	2,626,165	3,175,545	(17.30)
(D) Annual operating expenditure	1,486,945	1,396,488	9.59
Ratio of funds to annual operating expenditure (A)/(D)	1.77	2.24	

Reference:

- (C) Total funds include unrestricted, restricted/ designated and endowment funds.
- (D) Total annual operating expenditure includes expenses related to cost of charitable activities and governance and other operating and administration expenditure related to unrestricted funds.

The Association's reserve policy is as follows:

The reserves of the Association provide financial stability and the means for the development of the Association's activities. The Association intends to maintain the reserves at a level which is not more than 3 years of expenditures, to ensure the continued running and smooth operation of the Association.

The Management Committee reviews the level of reserves regularly for the Association's continuing obligations.

