



PRESBYTERIAN
PRESCHOOL
SERVICES

LOVE NEVER FAILS

ANNUAL REPORT FY2026

FOR THE YEAR ENDED 31 MARCH 2026



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ABOUT PPS

Vision

That we will honour and magnify the name of our Lord through the services of PPS.

Mission

To meet challenges and needs of the community in Christian witness to touch lives

Values

Care, Respect, Courage, Honesty, Responsibility

Education Mission

To build a strong foundation in truth, beauty and goodness in our children.

Identity - Little Olive Tree

PPS operates its preschools under the branding of Little Olive Tree. Olive Tree symbolises God's blessing for His people. It is our hope that Little Olive Tree preschools become the seeding ground for children to grow & glow, bearing fruits that will be sweet, bringing blessings to families and communities. Our partner preschools also take on this identity in the same spirit and hope.

Introduction

Presbyterian Preschool Services (PPS) provides childcare services based on Christian values so as to give every child an equal opportunity to receive quality early childhood development services regardless of his/her social, religious and economic background.

Our first preschool, Heng Teck Centre at Bukit Merah View, was established in 1974 under the Presbyterian Welfare Society (PWS). In 1999, PWS was renamed Presbyterian Community Services (PCS) to reflect its broader community services. On 17 August 2021, Presbyterian Preschool Services (PPS) was incorporated to operate 11 childcare centres previously managed by PCS under ECDA's Partner Operator Scheme.

CHAIRMAN'S MESSAGE

“And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work.”

2 Corinthians 9:8

STRENGTHENING OUR FOUNDATIONS FOR THE JOURNEY AHEAD

“And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work.” 2 Corinthians 9:8

The year 2026 marks a significant season of transition for Presbyterian Preschool Services (PPS). We have welcomed new Board members, witnessed the stepping down of our founding Chairman, embarked on efforts to strengthen internal processes, and begun implementing new systems to support our work. Such changes bring both opportunities and challenges as we learn, adapt, and move forward together.

It is with humility and gratitude that I accept the responsibility of serving as Chairman during this season. I do so with a deep sense of dependence on God's grace and with appreciation for all who have faithfully served before us.

In particular, I wish to express my heartfelt gratitude to our outgoing Chairman. Through his steady leadership, wisdom, and commitment, he helped guide PPS through a demanding period and laid strong foundations for the organisation. Together with many dedicated Board members, leaders, staff, and supporters, he has helped shape PPS into the ministry it is today. Because of their faithful service, we are able to step into the future with confidence and hope.

CHAIRMAN'S MESSAGE

One conviction has continually encouraged me:

God's work done in God's way, in God's timing, for God's glory will never lack God's resources.

This truth is reflected in 2 Corinthians 9:8. God's provision is not given merely for our benefit, but so that we may abound in every good work. As stewards of the resources entrusted to us, we are called to remain faithful, to exercise wisdom, and to use all that God has provided for the advancement of His purposes.

As we look ahead, our focus will be on strengthening the foundations of PPS for the years to come. We will carefully review what we do, refine how we do it, and continually reaffirm why we do it. Our desire is not simply to improve processes, but to build an organisation that better supports our people, serves our children and families more effectively, and remains faithful to the work God has entrusted to us.

Good systems and processes are important because they support effective ministry. They provide a foundation for clarity, consistency, accountability, and good stewardship. By strengthening these foundations, we allow our educators, leaders, and staff to focus their energy on what matters most: nurturing and caring for the children and families we serve.

At the same time, we recognise the importance of seeking God's guidance for the future. In an increasingly complex and changing environment, we must continually discern His leading, make prudent decisions, and ensure that our efforts remain aligned with our calling.

I am deeply grateful that this journey is one we undertake together. PPS is blessed with a dedicated Board, a committed Executive Director and leadership team, passionate educators and staff, supportive churches, valued partners, generous supporters, and trusting families. While each of us contributes in different ways, we share a common purpose: to serve God faithfully by serving children and families with excellence, care, and Christ-centred love.

The season ahead will require faith, courage, wisdom, and disciplined stewardship. Yet we move forward with confidence, knowing that God remains faithful. Together, we will honour what has been built, strengthen what can be improved, and remain open to the new opportunities God places before us.

My prayer is that we will continue to serve as God's people, doing God's work in God's way for God's glory and in God's timing, trusting that God will provide all that is needed for every good work He has prepared for us.

In Christ's Service,

Douglas Leong
Chairman

OUTGOING CHAIRMAN'S MESSAGE

PLANTED, STRENGTHENED AND READY FOR A NEW SEASON

As I prepare to hand over the chairmanship, I look back on our journey with deep gratitude and quiet confidence.

My work in plantations has taught me that a tree grows through many seasons. There are seasons of sunshine and visible growth, but also seasons of heavy rain and strong winds. During difficult times, growth may be less apparent, yet beneath the surface the roots are reaching deeper and becoming stronger.

Our organisation has passed through such a season. We faced a challenging environment, limited resources and difficult decisions. Yet, by God's grace, we did not merely endure—we grew stronger.

This growth is seen not only in our programmes or achievements, but in the resilience of our people, the strengthening of our organisation and the deepening of our commitment to children and families. Even while managing our own challenges, we continued to extend our branches to others, reaching out to those who needed care and support. This is the fruit that gives meaning to our work.

Psalms 1 describes a tree planted by streams of water, bearing fruit in season and whose leaves do not wither. It flourishes because it is rooted in the right place and nourished by the right source.

In the same way, our strength has never depended on having unlimited resources or favourable circumstances. It comes from being rooted in our faith, our mission and the values that guide us. Because our roots have held firm, we have weathered difficult seasons and continued to bear fruit.

I offer my heartfelt thanks to the Board, our Executive Director and leadership team, our principals, educators, staff, church partners, supporters and families. Your trust, perseverance and faithful service have carried us through.

As I hand this responsibility to our new Chairman, I do so with assurance. Leadership may change, just as one season gives way to another, but the life and purpose of the organisation continue. Our roots are strong, new branches are growing and there is still much good fruit to be borne.

I warmly welcome our new Chairman and pray that God will grant him wisdom and strength for the journey ahead.

May our organisation always be like a tree planted by streams of water—firmly rooted, continually nourished and bearing fruit in every season.

With gratitude and every blessing,

Arthur Lim
Outgoing Chairman

(Appointment as Chairman from 8 Oct 2021 to 23 Apr 2026)

EXECUTIVE DIRECTOR'S MESSAGE

ABIDE AND ABOUND: GROWING TOGETHER IN FAITHFULNESS

As we look back on the past year and step into a new one, I am filled with gratitude.

The year brought joy and progress, but it also stretched, surprised and shaped us. We faced difficult decisions, school closures, intense competition and unexpected challenges. Some plans succeeded; others did not unfold as we had hoped. Yet through it all, God remained faithful.

Jesus' words about the lilies remind us not to measure the year only by results or numbers, but also by faithfulness and God's care. Scripture commends the "good and faithful servant". Our worth is seen not only in outcomes, but in how faithfully we show up, serve and love.

Much of our most meaningful work happens quietly: covering a class, reassuring a parent, supporting a family, encouraging a colleague or celebrating a child's small breakthrough. These moments may never appear in a report, but they are where our ministry comes alive.

To every teacher, principal and colleague: thank you. Your patience, courage and love have watered many little olive trees. Your work may sometimes go unseen, but its impact is deeply felt.

As we reflect on what truly matters, we return to the picture at the heart of our name—a tree.

We seek to be rooted in truth, doing what is right and giving every child a firm foundation. We desire to be growing in beauty, nurturing curiosity, creativity, wonder and joy. We aim to be bearing goodness, teaching children to care, share and choose kindness.

Children may not remember every lesson, but they will remember whether they felt heard, safe and valued. If they become more grounded, curious and kind, then something lasting has grown.

As we move forward, we remember Jesus' words about the vine and the branches. Abiding does not mean standing still, and abounding is not about excess. It is allowing the life of Christ to flow through us and bear fruit in the children, families and colleagues we serve.

The year ahead will be full. We will work towards stronger programmes, smoother systems and more sustainable workloads. This will require shared responsibility, courage and generous support for one another.

We do not enter this new season alone. We are connected to Christ and to one another. As we remain rooted in Him, we can trust Him to produce fruit that will endure.

Thank you for your faithfulness and for being part of this mission.

Only when we abide can we truly abound.

With gratitude,

Lim Ee Tuo
Executive Director

PPS AT A GLANCE

TOTAL INCOME & EXPENDITURE

Income

- **FY2026: \$19,606,900**
- FY2025: \$18,875,247
- FY2024: \$18,611,376

Expenditure

- **FY2026: \$19,556,209**
- FY2025: \$18,845,582
- FY2024: \$19,257,466

EDUCATIONAL SUPPORT PROGRAMME (ESP)

- Number of children: 70
- Centres with ESP: 10
- Programme feedback evaluation score: 4.7 / 5.0

FUNDRAISING

- Total amount raised: \$1,409,698
- Total fundraising expenses: \$61,022
- Fundraising Efficiency Ratio (FER): 4%
- Number of donors: 278

NUMBER OF CHILDCARE CHILDREN SERVED

- **FY2026: 847**
- FY2025: 887
- FY2024: 834

PPS AT A GLANCE

PPS CHILDCARE CENTRES

1	Ang Mo Kio	442 Ang Mo Kio Ave 10, #01-1205 Singapore 560442
2	Bukit Batok	116 Bukit Batok West Ave 6 #01-232 Singapore 650116
3	Fajar	439 Fajar Road, #01-422 Singapore 670439
4	Ghim Moh	5 Ghim Moh Road #01-238 Singapore 270005
5	Holland Village	11 Holland Drive #01-20 Singapore 271011
6	Hougang	127 Hougang Avenue 1 #01-1494 Singapore 530127
7	Marsiling	23 Marsiling Drive #01-159 Singapore 730023
8	Pasir Ris 21	229 Pasir Ris St. 21 #01-28 Singapore 510229
9	Pasir Ris 51	561 Pasir Ris St. 51 #01-265 Singapore 510561
10	Tampines	432 Tampines St. 41 #01-555 Singapore 520432
11	Yishun	411 Yishun Ring Road #01-1807 Singapore 760411

PARTNER CHILDCARE CENTRES

1	Bethany	364A Upper Paya Lebar Rd Singapore 534965
2	Bethesda Depot Walk	10 Depot Walk Singapore 109590
3	FMC Farrer Park	90 Race Course Road Singapore 218577
4	Rochor	138 Prinsep Street, Singapore 188659
5	Thomson	45 Thomson Road Singapore 307584
6	Chinese Kindergarten	256 Outram Road Singapore 169053
7	CNL School-house	5 Jurong West St 74 Singapore 649151



EDUCATIONAL SUPPORT PROGRAMME (ESP)

Helping every child belong, learn & be supported, and flourish

Introduction

At Little Olive Tree, we believe that every child is precious, has purpose and is capable of growing and glowing.

Through our Educational Support Programme (ESP), we create inclusive preschool communities where children with diverse learning and developmental needs can learn alongside their peers — and where their families know that they do not journey alone.

Every Child Is Wonderfully Made

Inclusion begins not with a programme, but with what we believe about the child.

A child who learns, communicates or experiences the world differently is not a mistake. Every child has dignity, worth and purpose. This conviction shapes how we receive not only the child, but the whole family. Our ESP philosophy expresses it simply: no child is a mistake, and no child is a trouble too big.

Today, about 70 children receive support through ESP, yet demand continues to grow and limited capacity means some families still have to be turned away.

Our aspiration is therefore simple: to create a place for every child — a place to belong, learn, be supported and flourish.

EDUCATIONAL SUPPORT PROGRAMME (ESP)

Programme Overview

ESP supports preschool children with diverse learning and developmental needs to learn alongside their peers at Little Olive Tree. Support is provided within the preschool setting through Educational Support Teachers (ESTs), classroom educators and close partnership with families. The programme focuses on helping children participate, communicate, learn and grow in everyday preschool life.

How ESP Supports Children

Support is practical and individualised. It includes in-class support, individual intervention, Individualised Education Plans (IEPs), adapted curriculum and resources, learning portfolios and home support. ESTs work alongside classroom teachers and families so that strategies can be used consistently across school and home.

Child-Centred Support

- Individual goals and adapted learning
- Participation in daily classroom routines
- Communication and engagement support
- Resources matched to the child's needs

Whole-Community Inclusion

- EST-teacher collaboration
- Family communication and home strategies
- Universal Design for Learning (UDL)
- Inclusive practices that benefit the whole class

Educational Support Teachers (ESTs)

Our Educational Support Teachers (ESTs) understand each child's strengths and needs, adapting learning accordingly. Each supports five children and collaborates with educators and families to build support. Through these partnerships, ESTs help children participate meaningfully, overcome challenges and thrive together.

EDUCATIONAL SUPPORT PROGRAMME (ESP)

More Than Just Numbers

Each result represents a child's journey. Feedback from professionals, educators, leaders and parents showed strong outcomes in curriculum, engagement, inclusion, satisfaction and collaboration. Behind every score is a child growing in confidence, a teacher and a family.

Area Evaluated	Result	What it Shows
Children Supported	70 children every year	ESP has expanded significantly to meet growing needs.
Curriculum & Resources	4.27 / 5	External reviewers found the curriculum relevant, inclusive, usable and adaptable
Child Engagement	4.50 / 5	The curriculum was rated highly for encouraging participation and interactive learning
Teacher & Leader Feedback	4.71 / 5	Educators reported stronger inclusive practice and effective collaboration with Educational Support Teachers.
Parent Satisfaction	4.76 / 5	Parents reported high satisfaction with programme quality and impact on their child's development.
Safety & Inclusion	4.88 / 5	Parents felt their children were safe, valued and included.
Parent Collaboration	4.88 / 5	Strong communication and partnership between families and educators.

THE YEAR IN REVIEW

TENFOLD BLESSINGS GALA DINNER

On 10 October 2025, Presbyterian Preschool Services (PPS) welcomed 270 guests at Conrad Singapore Marina Bay for the Tenfold Blessings Gala Dinner.

Chairman Arthur Lim reaffirmed PPS's conviction that every child deserves to belong. Executive Director Lim Ee Tuo reinforced this commitment with his message: "no child is one too many".

A highlight was the exhibition of 12 acrylic pour paintings created by children from eight PPS preschools. Supported by the Educational Support Team, children expressed themselves creatively and connected with peers.

Guests supported the Educational Support Programme (ESP) through contributions towards the artworks.

We are grateful to our Diamond Class donor, Mr and Mrs Robert Lim of Wiselink, alongside table hosts, church leaders, sponsors, friends and families for their generosity.

The funds raised will strengthen teacher training, classroom resources and support for children with additional needs. With the ESP serving over 70 children, the dinner affirmed our commitment to nurturing a community where every child is welcomed, valued and celebrated.



THE YEAR IN REVIEW

LET YOUR LIGHT SHINE CAREER FAIR

On 18 October 2025, the Let Your Light Shine Career Fair at Little Olive Tree (Rochor) welcomed close to 30 participants. Jointly organised by the Presbyterian Church in Singapore, Singapore Life Church and Presbyterian Preschool Services, the event introduced early childhood education as a meaningful vocation and ministry.

The morning began with worship, reminding participants that Jesus' love and grace inspire our service to children. Surrounded by children's artwork and glimpses of preschool life, participants encountered our commitment to nurturing wonder,

shaping character, and sowing truth, beauty and goodness.

Ms Alicia Yah, Ms Jasmyn Ang and Ms Lou Eye Nee shared their experiences and the purpose they find in teaching. Mr James Zhou outlined career pathways within the early childhood profession.

Through personal stories and conversations, the fair invited participants to consider how their gifts could serve children and families. It affirmed our conviction that education offers meaningful opportunities to reflect Christ's love and bring hope to the next generation.



THE YEAR IN REVIEW

POP 3.0 - A NEW CHAPTER

Our journey began in 1974, when our preschool was established under Presbyterian Welfare Society (PWS). Known as Grow and Glow, our preschools nurtured children in truth, beauty and goodness.

On 17 August 2021, Presbyterian Preschool Services was incorporated as a standalone entity to strengthen our focus on early childhood education. Our identity, Little Olive Tree, reflects our hope for children to flourish and remain rooted in enduring values.

Increased competition and a declining birth rate brought significant challenges, including the closure of

two centres. These experiences reinforced the importance of sustainability, collaboration and faithfulness to our mission.

The award of Partner Operator Scheme 3.0 (POP 3.0) status to 12 Little Olive Tree preschools marks a milestone. This support brings greater responsibility and accountability, enabling us to strengthen our service to children and families.

We thank our staff for their dedication and professionalism, and God for His sustaining grace. With humility and confidence, we remain committed to serving wholeheartedly and honouring His calling.



THE YEAR IN REVIEW

我在“小小橄榄树幼儿园”说华语

第二届“小小橄榄树”华语故事大赛在家长与老师的掌声中圆满落幕。活动汇聚19间幼儿园的师生，旨在激发幼儿学习华语的兴趣，鼓励他们勇敢开口、自信表达。

舞台上，孩子们生动讲述自己与新加坡的故事，非华族幼儿清晰流畅的表达尤其令人欣喜。从起初紧张怯场，到后来从容登台、声情并茂地完成分享，这份勇气与自信，是孩子们最珍贵的收获。

颁奖典礼当天，170位家长到场支

持，以掌声和欢呼肯定孩子们的努力。幼儿自豪地领取荣誉，留下美好回忆，也为继续学习华语增添动力。

此次活动加强了各园师生之间的联系，也让家长更深入了解“小小橄榄树”对华语教育的热诚。孩子们更愿意说华语的转变，让华文团队备受鼓舞。我们将继续用心陪伴，让幼儿在故事中感受语言之美，在表达中建立自信，延续学习华文的喜悦。



THE YEAR IN REVIEW

2025 K2 CONCERT: YOU ARE VALUE-ABLE!

Little Olive Tree's 2025 K2 Graduation Concert, "You Are Value-Able!", celebrated our graduands and affirmed that every child is precious, loved and able to bring value to others.

The concert showcased our five core values—Care, Respect, Responsibility, Courage and Honesty—through a story performed by the K2 children from Little Olive Tree at Bukit Arang. Together with their teacher, they journeyed across Asia to recover their "missing values". Performances included a Japanese fan dance, a Chinese lantern sequence and a traditional Filipino presentation,

before the story returned to Singapore.

At its heart, the theme reflected our belief that children must first know they are valued before they can embrace values and recognise the worth of others. We seek to nurture children who feel secure in love and precious in God's eyes.

We thank our teachers, principals and families for their care, encouragement and creativity. As graduands begin their next chapter, may they carry these values with confidence and joy.



THE YEAR IN REVIEW

2025 K2 CONCERT: YOU ARE VALUE-ABLE!



THE YEAR IN REVIEW

CHRISTMAS CAME TO A LITTLE VILLAGE...

On 12 December 2025, twenty children from Little Olive Tree's Holland Village and Ghim Moh preschools brought Christmas cheer to One Holland Village through a carolling celebration. Supported by parents, they shared songs, smiles and the wonder of Christmas with the community.

Despite a light drizzle, the children sang with enthusiasm and courage. For many, it was their first experience singing in public. Accompanied by a guitar and cajon, their performance reflected the warmth and sincerity of the occasion.

The celebration reminded us of the first Christmas, when Jesus' humble birth brought hope and love into the world. Through their voices and presence, the children shared that message in an everyday setting.

At Little Olive Tree, we believe children can bring truth, beauty and goodness into the world today. This experience gave them opportunities to grow in confidence, experience the joy of giving and share God's love with others. We thank the families who supported this moment of community connection.



THE YEAR IN REVIEW

A CHRISTMAS CELEBRATION ACROSS GENERATIONS

During the Christmas season, K1 and K2 children from Little Olive Tree at Ang Mo Kio visited PCS Cedar Tree Active Ageing Centre (Care) at Potong Pasir 108, bringing joy and building connections across generations.

The children performed songs and dances before joining seniors in games and Christmas wreath making. Through these shared activities, they practised waiting, listening, helping and working alongside others with kindness. The visit offered meaningful opportunities to put our values of Respect and Care into practice.

Children brought curiosity and energy, while seniors offered patience and companionship. Together, they experienced the warmth of relationships that extend beyond the classroom. Some children later asked when they could return, reflecting the joy they found in giving.

The visit also expressed the heart of Christmas, as God's love became visible through simple gestures and shared laughter. At Little Olive Tree, we nurture children who recognise their place in the community and bring truth, beauty and goodness to others today.



THE YEAR IN REVIEW

SPARK 2.0 ACCREDITATION: A JOURNEY OF EXCELLENCE

As of 20 November 2025, Little Olive Tree's Yishun, Ang Mo Kio and Holland Village preschools attained SPARK 2.0 Quality Certification, affirming our commitment to quality education.

Developed by the Early Childhood Development Agency, the Singapore Preschool Accreditation Framework assesses leadership, staff, partnerships, preschool experiences and holistic development. Certification reflects our teams' dedication to teaching excellence and every child's growth.

Through planning, observation and reflection, our educators create learning experiences, document

children's progress and refine their approaches. Parent partnerships support each child's learning and wellbeing.

We thank our teachers and leaders for their professionalism and care. Their achievement reinforces our belief that investing in educators strengthens outcomes for children.

Our remaining centres continue their accreditation journeys according to ECDA's schedule. We remain committed to continuous improvement and environments where children experience truth, beauty and goodness as they grow and glow.



THE YEAR IN REVIEW

A MOMENT OF GRATITUDE

On 29 November 2025, almost all staff gathered for Little Olive Tree's annual Thanksgiving Service, sharing a heartfelt time of reflection, appreciation and celebration. Colleagues reconnected and thanked God for His faithfulness throughout a challenging year.

Executive Director Mr Lim Ee Tuo reflected on Matthew 6:28–29, drawing attention to God's care for the lilies of the field. His message encouraged staff to recognise the beauty of faithful service, even when outcomes fall short of expectations.

Amid school closures, intense competition and the Woodlands fire, our teams continued supporting children, families and colleagues. Everyday acts of care, from covering classes to reassuring parents, reflected the heart of our ministry.

We expressed gratitude to every teacher, principal and HQ colleague for their courage, patience and love. Looking ahead, we aim to strengthen systems and programmes while easing workloads. The service renewed our commitment to remain united, rooted in Christ and faithful to our shared mission as we continue growing and serving together.



THE YEAR IN REVIEW

ABIDE AND ABOUND: COMMENCEMENT SERVICE

As we begin a new year, Little Olive Tree embraces the theme “Abide and Abound”, inspired by Jesus’ teaching about the vine and branches. Remaining rooted in Christ shapes how we learn, work and grow together, bearing fruit through nurtured children, supported families and educators who grow in wisdom and care.

Following several years of growth and change, our schools enter a stronger and more stable season. This brings a renewed call to maturity, with everyone contributing and sharing responsibility for our mission.

Abiding takes practical form in purposeful work, courageous responses to challenges and generous support for colleagues. Through patience, kindness and trust, we strengthen a community where people care for one another and contribute wholeheartedly.

As we look ahead, we remain connected to Christ and to each other. We seek to translate our growing strength into faithful service, bringing hope and goodness to those entrusted to our care each day.

Rooted in Truth, Growing in Beauty, Bearing Goodness.

2026 PPS COMMENCEMENT SERVICE



THE YEAR IN REVIEW

WELCOMING LITTLE OLIVE TREE (THOMSON)

In January 2026, Little Olive Tree (Thomson) welcomed its first children, bringing our family to 18 centres islandwide. This milestone marked a new opportunity to serve families and nurture children as unique individuals, lovingly created by God.

To celebrate the opening, staff and volunteers from Singapore Thomson Baptist Church organised a carnival-style welcome party. Children and parents enjoyed activities together, becoming familiar with the centre and building relationships within their new school community.

The celebration reflected our commitment to creating a safe,

welcoming environment where children's feelings are acknowledged, small successes are celebrated and parents are valued partners. We recognise the trust families place in us and seek to support each child's transition with patience and care.

We thank our staff and church volunteers for their generosity, dedication and support. Rooted in Christ, we commit LOT Thomson to faithful service and educational excellence. Together, we look forward to nurturing a community rooted in Truth, growing in Beauty and bearing Goodness.



THE YEAR IN REVIEW

WHEN TRADITIONS COME ALIVE - CNY @ TCK

Chinese New Year at TCK brought children, parents and grandparents together to celebrate tradition, gratitude and family connections. The gathering involved families in shared experiences that nurture children's character and confidence.

Children aged two to six participated in songs, movement and festive greetings. Younger children demonstrated courage as they performed, while older children showed growing confidence and poise. Their efforts were celebrated by proud families.

Chinese calligraphy, traditional games and craft activities offered

opportunities to explore cultural heritage, practise patience and enjoy learning together. A highlight was the presentation of oranges with both hands as children offered New Year blessings to their parents and grandparents. Through this gesture, respect and gratitude became tangible expressions of love.

We thank all families who joined us and affirmed their children's efforts. The celebration strengthened relationships across generations, creating memories and helping children develop an enduring appreciation for family, cultural traditions and their community.



THE YEAR IN REVIEW

COMMUNITY CELEBRATION AT PASIR RIS CENTRAL

On 28 February, K2 children from Little Olive Tree Pasir Ris 21 and K1 and K2 children from Little Olive Tree Pasir Ris 51 performed at ActiveSG Pasir Ris Sports Centre's Chinese New Year celebration. Their cheerful voices, confident movements and festive energy brought joy to families, educators and the wider community.

Organised in collaboration with the People's Association, the annual celebration was attended by Mr Desmond Tan, Senior Minister of State. The occasion highlighted the value of community partnerships in nurturing children and celebrating shared traditions.

Beyond the stage, our staff welcomed families to an Art Booth, guiding them in making mandarin oranges from orange netting and pipe cleaners. The activity encouraged creativity, interaction and enjoyment across generations.

Through these experiences, children discover that they can contribute meaningfully to others. We thank our educators, families and community partners for supporting opportunities that build confidence, nurture courage and extend learning beyond the classroom while bringing people together in festive celebration.



THE YEAR IN REVIEW

BRIDGING GENERATIONS: A MEANINGFUL 元宵节 CELEBRATION AT TAMPINES

Little Olive Tree Tampines celebrated the Lantern Festival (元宵节) with Lion Befrienders, bringing children and seniors together to honour traditions and build relationships.

Our K2 children presented a lively festive performance before joining seniors to make dumplings. Ah Min, our part-time cleaner and a senior supported by Lion Befrienders, volunteered to prepare the dumpling skins. Everyone enjoyed the dumplings over afternoon tea, sharing stories and conversation.

The gathering brought Truth, Beauty and Goodness to life. Children explored traditions, connected across generations and practised kindness, patience and service. Uncle Thomas presented a handmade craft to the children, symbolising the bonds formed.

Through community partnerships, we extend learning beyond the classroom. These experiences nurture respect for seniors, strengthen character and help children appreciate their place in the wider community. We thank everyone who contributed to this afternoon of shared learning and joy.



THE YEAR IN REVIEW

LEARNING JOURNEY TO CURIOSITY COVE WITH LOT ROCHOR

Children from Little Olive Tree Rochor explored animal habitats during a Learning Journey to Curiosity Cove. Before visiting, K1 and K2 children discussed how different environments support animals, building an understanding of nature's interconnectedness.

Pre-Nursery and Nursery children hopped across lily pads, recalling their classroom activity, "Froggy on the Lilypad". Through movement and play, they connected familiar learning with exciting new experiences.

Children observed their surroundings, navigated challenging play areas and shared discoveries. They learned to move carefully, showed courage in the Bat Caves and comforted friends. Watching animals on screen also inspired quiet moments of wonder and imagination.

The journey brought Truth, Beauty and Goodness to life through understanding, curiosity and care for others. These experiences engaged both mind and heart, deepening children's knowledge while nurturing attentiveness, resilience, empathy and confidence as they explored and learned alongside their peers.



THE YEAR IN REVIEW

FROM SEED TO PLATE: A HANDS-ON LEARNING EXPERIENCE

Children at Little Olive Tree Ghim Moh explored how plants become food through a workshop by Nanyang Technological University's Nanyang Business School Tax Advisory Club.

Through discussions and sensory exploration, children learned about vegetables, their health benefits and how they grow. The session introduced environmental awareness and early food literacy by connecting meals with the natural world.

Each child planted a pot of microgreens, filling it with soil, sowing seeds and discovering what plants need to thrive. They brought their pots home to observe growth and practise responsibility through regular care.

We thank the NTU students for making this experience possible. Through community partnerships, we create opportunities for children to turn ideas into understanding. These experiences nurture curiosity, encourage healthy eating and deepen children's appreciation for nature and the environment.



THE YEAR IN REVIEW

GOOD FRIDAY SERVICE AT SUNTEC CONVENTION CENTRE

Little Olive Tree joined 15 English Presbyterian churches for a Good Friday service at Suntec Convention Centre, where nearly 4,000 people gathered to remember God's love through Jesus Christ. Children joined an intergenerational community of worship and faith.

A children's sermonette used a play about Dog Man to introduce Jesus as fully God and fully human. Rev Srimal Marthenis's sermon reflected on following Christ in His suffering, encouraging lives shaped by love, obedience, sacrifice and hope.

The gathering helped church members understand Little Olive Tree's ministry, including character formation through Bible stories, stewardship of creation, support for children with diverse developmental needs and our Explorers programme, which nurtures discipline, resilience and service.

Our participation affirmed that children belong within the Presbyterian family. Through shared worship, accessible teaching and relationships, they experience a community that welcomes, values and supports them. We appreciate these partnerships in nurturing children's faith, character and belonging.



THE YEAR IN REVIEW

LITTLE OLIVE TREE AT HEALTHY FAMILY DAY 2026

Little Olive Tree participated in Healthy Family Day at Marina Barrage, organised by The Father School to celebrate families and affirm marriage as the union of one man and one woman.

Our Chinese Curriculum Specialists and Senior Teachers managed two popular activity stalls, introducing Chinese cultural art and games while showcasing our children's community involvement.

Wang Muze and Yao Ziyuan overcame stage fright to share stories about

home. A choir of 20 children performed “我爱我的家”, followed by a yangqin solo by Teacher Deng Lijuan. Teacher Yanqing performed a medley of familiar tunes. Partner school CNLS contributed a children's dance celebrating love and joy.

The event brought families, schools and community partners together through shared experiences. We thank our children, educators and families for their contributions, which nurtured confidence, celebrated cultural expression and strengthened connections while affirming the importance of family.



THE YEAR IN REVIEW

WHY CONTINUOUS TEACHER TRAINING MATTERS IN PRESCHOOL EDUCATION

In March 2026, Little Olive Tree educators gathered for the year's first Staff Learning Day, focused on Inclusion through Universal Design for Learning (UDL). Professional learning, reflection and team bonding strengthened our commitment to every learner.

Staff explored UDL's three dimensions: Engagement, Representation, and Action and Expression. Progressive implementation will cover learning environments, lesson planning, relationships, routine care and exploration corners, moving towards embedded practice and shared culture.

A dance challenge and collaborative T-shirt designs strengthened connections. Activities using pinhole binoculars and blind box gifts encouraged staff to recognise limited perspectives and individual potential. Discussions emphasised understanding motivations behind behaviour and designing environments for diverse needs.

The day affirmed inclusion as a daily commitment, shaping how we see, respond to and plan for children. Together, we continue building a community where children and educators are seen, valued and meaningfully supported.



THE YEAR IN REVIEW

LOT THOMSON DEDICATION SERVICE

On 28 March 2026, Little Olive Tree Thomson held its Dedication Service alongside an Open House for parents and church members. The occasion affirmed a commitment to nurture children and lead them towards Christ.

The journey began with a meeting in May 2023 and developed through steady steps of faith. Despite pressures facing the preschool sector, the church embraced the conviction that the preschool should be its ministry, reflecting the importance of investing in children.

Pastor Yimei shared from Mark 10:13–16, reminding the congregation that Jesus welcomed children and called others to remove barriers to their coming to Him. This message affirmed children's place in God's kingdom and the significance of care, teaching and kindness.

The dedication united church members, educators and families in a commitment to faithful service. Through welcoming every child with love and serving with patience and consistency, we seek to create a preschool where faith is nurtured, lives are shaped and children encounter Jesus' love.



THE YEAR IN REVIEW

GROWING MORE THAN PLANTS - LOT BETHANY VISITS BOLLYWOOD VEGGIES

Children from Little Olive Tree Bethany visited Bollywood Veggies for their Creation C.A.R.E. journey, exploring planting, patience and growth. The visit encouraged them to become gardeners of the Earth and the heart, nurturing responsibility alongside environmental awareness.

Children examined plants, touched textured leaves, smelled flowers and observed insects. They noticed colours, shapes and patterns, asking questions and discovering beauty through observation.

Practical gardening activities introduced planting, watering and the consistent care living things need. Children learned that growth takes time, connecting the patience required in gardening with the gradual development of character.

Rooted in the Christian call to steward God's creation, Creation C.A.R.E. cultivates gratitude, compassion, perseverance and respect. Through simple acts of care, children learn to value what has been entrusted to them. The journey affirmed our commitment to learning that deepens knowledge, awakens wonder and shapes caring hearts.



THE YEAR IN REVIEW

WHAT CAN SEEDS GROW INTO? BECOMING “KINDER GARDENERS” AT CITY SPROUTS @ HENDERSON

Children from Little Olive Tree Bethesda Depot Walk became “Kinder Gardeners” at City Sprouts at Henderson. Through their Creation C.A.R.E. journey, they explored farming and sustainability through inquiry, observation and experimentation.

The farm tour introduced aeroponics, hydroponics and soil-based agriculture. Children discovered how plants thrive in different environments and why urban farming matters in Singapore. Observing leaves, flowers and plants nurtured wonder and gratitude for God’s creation.

Younger preschoolers made seed bombs using soil and clay, learning that small actions can support the environment. Kindergarteners built hydroponic systems from recycled bottles, exploring the sunlight, water, nutrients and care plants need.

These experiences connected environmental learning with responsibility, patience and stewardship. As children tended plants, they encountered lessons about consistent care and gradual growth. Through Creation C.A.R.E., we nurture gardeners of the Earth and heart, growing in Truth, Beauty and Goodness.



THE YEAR IN REVIEW

GROWING WITH CARE: LITTLE OLIVE TREE ROCHOR AT THE COMMUNITY GARDEN

On 30 April, K1 and K2 children from Little Olive Tree Rochor visited a community garden, where Mr Kwang and his volunteers guided their exploration of plants and gardening.

K1 children planted seeds and learned how consistent care supports growth. K2 children explored the garden, observing varied leaf shapes, colours and patterns alongside herbs, vegetables and aquatic plants.

Discussions connected these discoveries with our values of Care and Responsibility. Children recognised the volunteers' efforts in

helping the garden flourish. Reflecting on plants growing through sunshine and rain introduced Grit and the importance of perseverance. Observations of butterflies also sparked conversations about pollination.

The visit brought Creation Care to life through practical experiences and children's thoughtful questions. By noticing nature and considering its needs, children developed curiosity, appreciation and responsibility, learning to become gardeners of both the Earth and the heart.



THE YEAR IN REVIEW

WHY DO OUR EDUCATORS VISIT ONE ANOTHER'S PRESCHOOLS?

Educators from all 18 Little Olive Tree preschools participated in Network Learning Day, visiting learning environments, exchanging ideas and reflecting on everyday practice. The gathering recognised that every centre has strengths to share and opportunities to learn from others.

Through classroom visits and conversations, educators explored approaches to arrival routines, classroom layouts, children's independence and support for diverse needs. Hosting colleagues also encouraged teams to examine the reasoning behind their own practices, deepening reflection and professional understanding.

These exchanges can translate into smoother transitions, more inviting spaces and thoughtful interactions for children. By sharing practical experiences, educators identify ideas they can adapt to their classrooms and the children they serve.

Network Learning Day affirmed our belief that professional growth extends beyond formal courses and workshops. It develops through curiosity, humility and generous collaboration. We remain committed to strengthening this learning community, where educators support one another, refine their practice and work together to improve every child's daily experience of preschool.



THE YEAR IN REVIEW

WHY CREATION C.A.R.E. MATTERS (WHAT A DANDELION TAUGHT US)

The Creation C.A.R.E. 2026 Children's Showcase ran from 22 to 24 May at Perennial Business City, celebrating children's learning through gardening, sustainability and creative reuse. The programme, Children's Action to Rescue Earth, encouraged children to notice, care and act throughout a ten-week journey.

Participating preschools included Little Olive Tree, Little Seeds, New Life Preschools, New Life Kindercare, Centre of New Life Schoolhouse and The Chinese Kindergarten. Senior Parliamentary Secretary Eric Chua attended the showcase.

Children transformed reused materials into terrariums and sculptures, developing responsibility, patience and appreciation for God's creation. At one centre, nurturing dandelions and losing them after a storm opened conversations about resilience and God's care.

The showcase welcomed 45 seniors from Presbyterian Community Services' Cedar Tree Toh Yi AAC, who joined children in flower printing. This intergenerational partnership strengthened community connections and affirmed that caring extends to both the environment and people, through actions shared across generations.



THE YEAR IN REVIEW

WHY CREATION C.A.R.E. MATTERS (WHAT A DANDELION TAUGHT US)



THE YEAR IN REVIEW

THE QUIET STRENGTH OF FATHERS

Little Olive Tree at Foochow Methodist Church celebrated Father's Day with joyful laughter, movement and meaningful shared experiences. Fathers played alongside their children, offering encouragement, reassurance and support.

The celebration highlighted how everyday moments strengthen family relationships. Whether cheering a child through a challenge, listening patiently or making time, fathers communicate that their children are valued, loved and capable.

These interactions reflect the foundations nurtured at home as children learn to explore, build

friendships, express emotions and persevere. Through consistent attention and care, fathers and father figures help children approach new experiences with confidence and security.

At Little Olive Tree, we value the partnership between schools and families in supporting children's growth. The occasion offered an opportunity to honour fathers' love, sacrifice and presence. We thank each father and father figure who listens, guides and encourages, helping children grow with the lasting assurance that they are loved and believed in.



THE YEAR IN REVIEW

WHY IS INTERGENERATIONAL LEARNING IMPORTANT FOR PRESCHOOL CHILDREN? - MORE THAN A GAME

K2 children from Little Olive Tree Tampines joined seniors for an intergenerational Sports Day in partnership with Lion Befrienders. Designed by Tiny Mountains: Movement Through Music and Storytelling, the programme combined movement, play and teamwork in a shared adventure.

Together, children and seniors tackled challenges to help “baby turtles” return to “Mommy Turtle”. As they encouraged teammates, waited for one another and celebrated successes, participants built connections through laughter and cooperation.

The experience gave children opportunities to practise patience, empathy, respect and care. Interacting with older adults helped them appreciate different abilities and understand how their encouragement could contribute to others’ enjoyment.

At Little Olive Tree, we value learning that develops character alongside knowledge. Community partnerships create meaningful opportunities for children to see, value and connect with others across generations. We thank our partners and senior participants for helping nurture friendships that strengthen belonging and build a more caring community.



THE YEAR IN REVIEW

RACIAL HARMONY DAY - THE CHINESE KINDERGARTEN

The Chinese Kindergarten celebrated Racial Harmony Day with Ar-Raudhah Mosque Kindergarten, marking its first occasion hosting a preschool partner of another faith. This gathering reflected Little Olive Tree's commitment to friendship, hospitality and mutual respect across communities.

Children enjoyed craftwork, games and shared activities, wearing ethnic costumes that celebrated Singapore's cultural diversity. Through introductions, laughter and play, they formed connections, discovering that differences can inspire curiosity and friendship.

The celebration created opportunities for educators to listen, learn and understand one another's preschool communities. Rooted in our Christian identity, we expressed God's love through gentleness, sincerity and welcome.

Both schools affirmed a shared commitment to quality education and nurturing children who appreciate others. We hope to deepen this partnership through learning and community engagement. By modelling compassion and respect, we help children experience racial harmony as part of daily life and contribute to a Singapore where everyone can belong and flourish.



THE YEAR IN REVIEW

THE ROAD ISN'T ALWAYS EASY. BUT AT LITTLE OLIVE TREE, NO LEADER WALKS ALONE.

Little Olive Tree's principals and senior leaders gathered for a Leadership Moments Session for reflection and support. Each participant brought an object representing their journey, opening conversations about responsibility, fatigue, hope and perseverance.

Leaders shared pressures in staffing, curriculum, documentation and accreditation. The session affirmed that acknowledging challenges enables support, and that leadership success includes faithfulness, integrity and care for children, staff and families.

Reflections highlighted rest, renewal and the dignity of changing roles. Leaders were encouraged to recognise their limits, remain connected to God and others, and contribute meaningful changes within their influence.

These insights informed the Beaver Project, inviting principals to propose small improvements to test, learn from and refine. The session reinforced our commitment to collaborative leadership, where changes can gradually become shared practices, strengthening our centres and the wellbeing of those who lead and serve them.



THE YEAR IN REVIEW

WHEN A COMMUNITY COMES TOGETHER: WHAT SPORTS DAY TAUGHT US ABOUT PARTNERSHIP

Little Olive Tree Thomson combined its Sports Day with a National Day celebration, bringing children, families, preschool staff and church staff together for a morning of movement, teamwork and community.

Through games and activities, children practised courage, turn-taking, perseverance and encouragement. They learned that participation matters as much as winning and experienced the security of being supported by adults and friends.

The celebration introduced ideas of belonging to a family, school community and country. By seeing adults plan, serve and cooperate, children encountered partnership through actions.

We thank our children for their enthusiasm, families for their encouragement, and preschool and church staff for their preparation and service. The occasion affirmed our belief that children flourish when home, school and church work together with purpose. Sports Day and National Day became a celebration of relationships and growing together as a community.



THE YEAR IN REVIEW

MORE THAN A PRESCHOOL: WHY COMMUNITY MATTERS IN EARLY CHILDHOOD EDUCATION

Little Olive Tree participated in the Pasir Ris Changi National Day Celebration at Pasir Ris Town Park, strengthening connections among children, families, educators and the community.

Families visited our booth, shared conversations and celebrated together. A highlight was the return of former students, now in primary school, who recognised their teachers and reconnected. Their reunions showed how relationships formed during preschool can continue long after graduation.

The event affirmed our belief that early childhood education is rooted in belonging. Through community celebrations, children encounter neighbours, experience cooperation and appreciate people from different generations and backgrounds.

We thank our educators and families for building relationships through conversations, shared milestones and support. By participating in neighbourhood life, Little Olive Tree seeks to be more than a place of learning. We aim to remain a trusted community partner where children are known, families feel welcomed and everyone can learn, serve and grow together.



THE YEAR IN REVIEW

NATIONAL DAY CELEBRATION AT LOT YISHUN: SHARING JOY, GRATITUDE AND BELONGING

Little Olive Tree Yishun celebrated National Day through experiences that connected children with their families, school and community.

Infants explored colour with their parents through a tent-painting activity, creating shared memories through sensory play. Playgroup, Pre-Nursery and Nursery children wore red and white or traditional costumes, and enjoyed songs, movement and crafts that introduced Singapore's celebrations in meaningful ways.

K1 and K2 children visited St Luke's ElderCare Nee Soon Central, where they shared games, crafts, songs and

conversation with seniors. With support from parents, they prepared goodie bags and handmade cards for 55 seniors, putting gratitude and appreciation into action.

The celebration nurtured belonging, creativity and respect across generations. Through time spent creating with parents, celebrating with friends and connecting with seniors, children experienced community as something they actively contribute to. We thank our families, educators and partners for helping children celebrate Singapore through relationships, service and shared joy together.



THE YEAR IN REVIEW

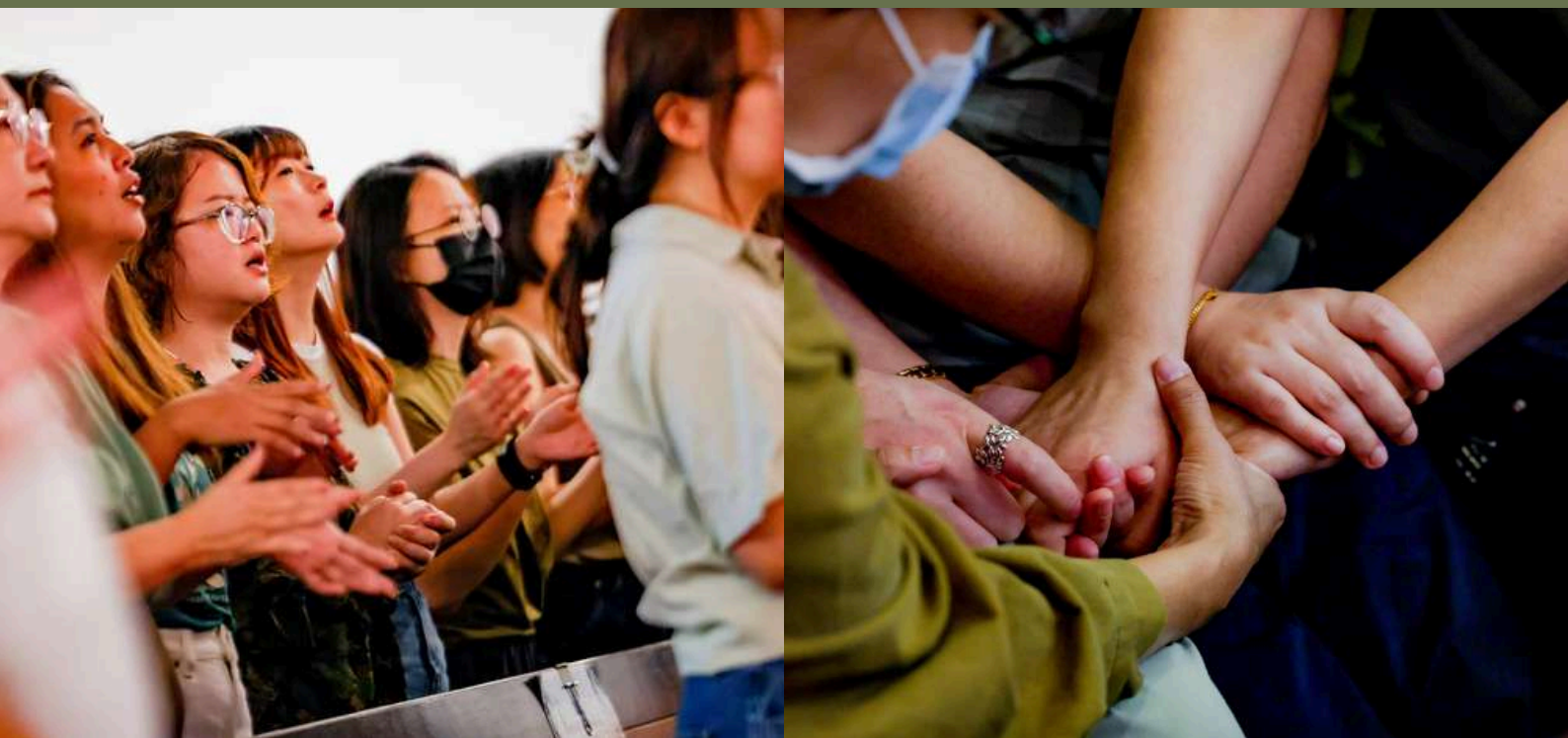
ARISE AND SHINE IN MANY LITTLE WAYS

Little Olive Tree joined the Christian Preschool Alliance's eighth Teachers' Dedication Service, led by Methodist Preschool Services. Centred on Isaiah 60's call to "arise and shine," the gathering reminded educators that their light reflects God's goodness, love and faithfulness.

Three moments captured this message: an Executive Director quietly preparing appreciation tokens; a former preschool pupil recalling, during a crisis decades later, her teacher's assurance that Jesus loved her; and a child travelling from Punggol simply to read Scripture.

Each showed how ordinary acts of service and faith can carry lasting significance.

The service affirmed that Christian early childhood education is more than a profession or programme. Every Bible story, encouraging word, listening ear and gesture of care plants a seed whose fruit may emerge years later. Though educators may feel stretched or weary, they remain called to serve faithfully, joyfully and hopefully, enabling Little Olive Tree preschools to reflect God's blessing in their communities through many small but meaningful actions.



THE YEAR IN REVIEW

TEACHERS' DAY REFLECTION: ADVENTURE AWAITS AT LITTLE OLIVE TREE

Teachers' Day prompted reflection on what keeps a school going. Beyond open classrooms, programmes and operations, Little Olive Tree thrives because its people continue to care. Educators welcome children, respond patiently to their needs, support families and colleagues, and manage countless responsibilities that often go unseen.

Through seasons of uncertainty, limited resources and changing expectations, staff sustained one another with courage, perseverance and love. Their commitment has done

more than keep the organisation functioning; it has kept hope alive for every child and family entrusted to its care. The impact of early childhood education may not always be visible, but every encouraging word and act of compassion can shape lives for years.

Reflecting the theme, "Adventure Awaits," staff were reminded that courage means moving forward despite uncertainty. Together, the Little Olive Tree family will continue growing, flourishing and bringing hope—one child, one family and one faithful day at a time.



THE YEAR IN REVIEW

BE YOU-NIQUE DAY

Be You-nique Day celebrated the individuality and strengths of every child across Little Olive Tree. At Holland Village, children participated in walking, running and movement activities, focusing not on winning but on taking part, encouraging friends and celebrating one another. At Bethany, Crazy Hair Day brought hairstyles, laughter and self-expression, with teachers joining the fun.

Both celebrations conveyed one message: every child has something special to offer. Through movement,

creativity and relationships, children practised patience, sharing, teamwork and encouragement while gaining confidence to express themselves and appreciate others.

Inspired by Luke 12:7, the event affirmed that every child is known, loved and wonderfully made by God. Little Olive Tree seeks not to make children alike, but to provide an environment where they can explore interests, discover their strengths and grow in identity. Be You-nique Day reminded us that there is no single way to shine and that uniqueness is worth celebrating.



HUMAN STORIES

FINDING MATTIAS' VOICE: A MOTHER'S LOVE, LITTLE OLIVE TREE'S OPEN DOOR

At Little Olive Tree Bukit Batok, Mattias' journey illustrates how family partnership and the Educational Support Programme (ESP) help children with diverse communication needs participate in mainstream preschool life.

His mother collaborated with educators, early intervention professionals and his speech therapist. Together, they introduced Augmentative and Alternative Communication (AAC), using an iPad to help Mattias express himself.

Teachers learned alongside his mother, integrating AAC into phonics

lessons and preparing vocabulary. Classmates recognised the device as Mattias' voice, learning his gestures and offering support. He became more independent in navigating the system and participated more actively and began repeating words after selecting them.

His progress reflects patient collaboration and a shared commitment to inclusion. Donor support for ESP strengthens coaching, coordination and resources that help educators support diverse learners, families feel supported, and children experience belonging while developing their own voices.



HUMAN STORIES

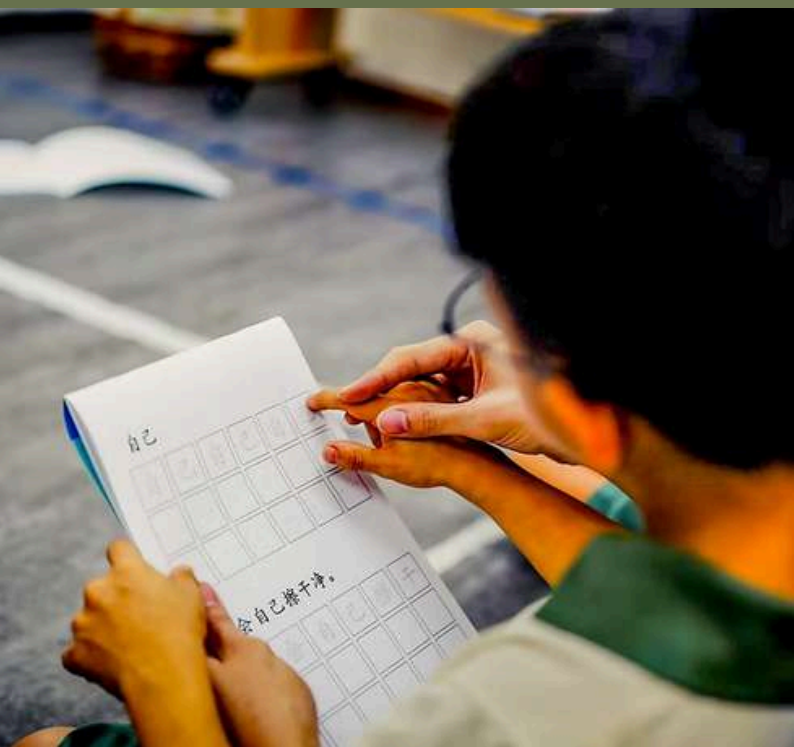
NOT LEFT IN A CORNER: HOW THE EDUCATIONAL SUPPORT PROGRAMME HELPED AUSTYN FIND HIS PLACE

At Little Olive Tree Holland Village, Austyn found a community where he could participate, learn and belong. His mother, Kah Suan, had sought a school that would include him.

Through the Educational Support Programme (ESP), teachers adapted activities and learning to meet his needs. Austyn, who lives with Williams syndrome, cerebral palsy and ADHD, joined classmates in physical challenges, including climbing to the highest floor of a neighbouring HDB block. Their encouragement made the achievement meaningful.

Teachers broke spelling into manageable steps, using magnetic letters and laminated guides, with materials for practice at home. Patient support helped strengthen his reading, spelling and confidence. He has since entered primary school and formed friendships.

Austyn's journey illustrates how inclusion benefits both children with additional needs and their peers. Donor support helps make subsidised ESP services accessible, enabling more families to receive support and more children to experience meaningful participation, encouragement and belonging.



HUMAN STORIES

GROWING & GLOWING WITH MICHELE KOH

Little Olive Tree celebrates Michele Koh's receipt of ECDA Awards for Excellence in Early Childhood Development, Outstanding (Commendation) Award (Early Childhood Leader), recognising her dedication to quality teaching and educator development.

Michele recognises each child as unique and creates nurturing learning environments. This reflects our belief that children flourish when they are supported with understanding.

As a curriculum mentor, Michele extends her impact beyond the classroom. She shares knowledge, guides colleagues through challenges

and helps educators recognise their strengths. She models leadership grounded in competence and compassion.

Her achievement affirms Little Olive Tree's commitment to professional development and nurturing those who nurture children. By investing in our educators, we strengthen teaching practice and build a community where learning and growth are shared.

We congratulate Michele, thanking her for teaching with love, mentoring with generosity and inspiring children and colleagues to grow and glow.

EARLY CHILDHOOD DEVELOPMENT OUTSTANDING (COMMENDATION) AWARDS



HUMAN STORIES

RETURNING TO ANITA'S FIRST LOVE

When I arrived in Singapore as a young mother without family or friends, my daughter's preschool became the unexpected beginning of my teaching journey. An invitation from the principal to read a story awakened my love for working with children.

Although my overseas degree was not recognised, someone gave me the opportunity to pursue a Diploma in Early Childhood. For three years, I attended classes three nights a week while raising three toddlers. With God's grace, I graduated top of my class.

After nearly two decades of teaching, illness led me to step away. Yet I deeply missed the children. Three years into teaching at Little Olive Tree, I have returned to the organisation that first opened the door for me.

This journey has reaffirmed that teaching requires perseverance, sacrifice and love. Through partnership with parents, we help children feel seen, known and cherished. Returning to my first love, I remain committed to nurturing their confidence, character and growing hearts.



THE YEAR AHEAD

FUTURE PLANS

Over the next one to three years, PPS will focus on strengthening governance and deepening collaboration with other Christian preschool operators.

In governance, PPS will enhance its policies, systems and internal controls to strengthen accountability, risk management and organisational sustainability.

In collaboration, PPS will develop partnerships that enable schools to learn from one another, implement best practices across a wider network and build collective strength. Key areas include leadership and staff development, curriculum, SPARK quality accreditation, learning environment design, character and values education, community outreach, and the sharing of specialised programmes and brands. PPS has always approached these partnerships as a co-labourer, seeking to serve the preschool sector and respond to community needs and challenges through Christian witness. Looking ahead, we will serve with joy and support other preschools in fulfilling their missions and contributing to the communities entrusted to them.

COMMITMENTS

PPS has been reappointed under ECDA's Partner Operator (POP) Scheme 3.0 for the period from 2026 to 2030. Through the scheme, ECDA provides grants to support operators in keeping childcare and infant care fees affordable for families, subject to specified performance requirements. As a Partner Operator, PPS remains committed to fulfilling these requirements and providing accessible, quality preschool education.

FUNDRAISING PLANS

Spearheaded by PPS in 2022, the Good Start SG movement seeks to give as many children as possible a strong start in life. A key initiative is our Educational Support Programme (ESP), which supports children with developmental needs who may otherwise lack access to appropriate assistance. PPS will promote the movement through fundraising campaigns, with a target of raising \$1.5 million, including applicable dollar-for-dollar matching grants.

GOVERNANCE

CORPORATE INFORMATION

Presbyterian Preschool Services Ltd. (“PPS”) was incorporated on 17 August 2021 as a Company Limited by Guarantee to operate 11 childcare centres previously managed by Presbyterian Community Services (“PCS”), now renamed as Presbyterian Community Social Services (“PCSS”).

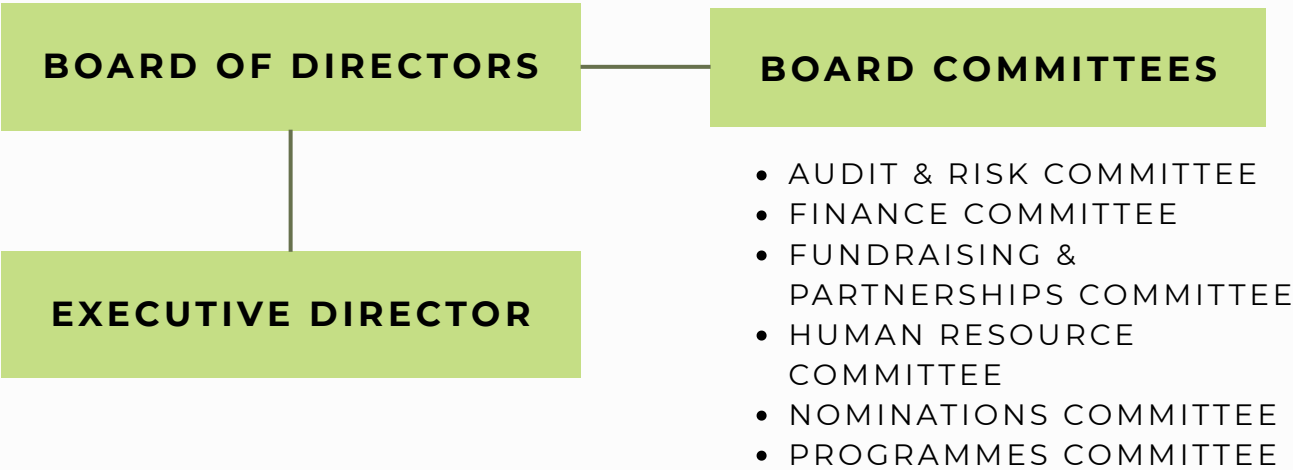
PPS is registered as a charity under the Charities Act (Chapter 37) since 1 March 2022 and accorded the Institution of a Public Character (IPC) status.

Presbyterian Preschool Services Ltd.

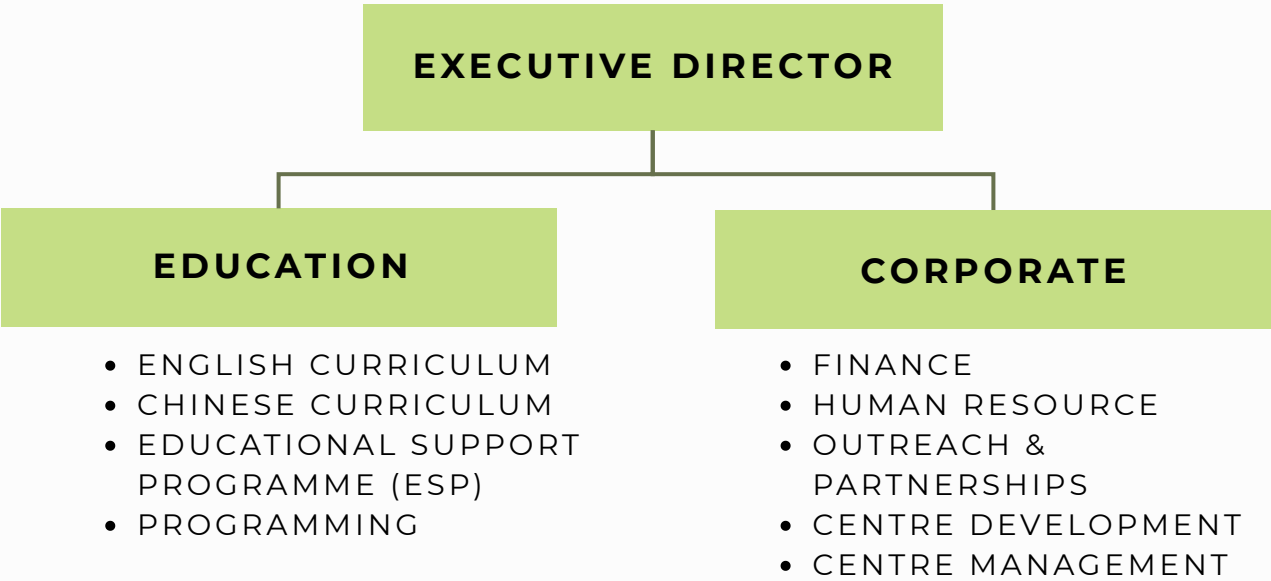
Unique Entity Number (UEN)	202128741D
Date of Establishment	17 August 2021
Type of Entity	Company Limited by Guarantee
Charity Registration Date	1 March 2022
IPC Status	7 June 2023 (Last renewal approved with validity till 6 June 2027)
Registered Address	312 Balestier Rd, #02-01, Singapore 329743
Auditors	HLSPartnership LLP
Bank	DBS Bank Ltd
Corporate Secretary	Goodwins Law Corporation

GOVERNANCE

CORPORATE STRUCTURE



ORGANISATION STRUCTURE



GOVERNANCE

BOARD OF DIRECTORS

The Presbyterian Preschool Services Ltd. Board of Directors (Board) is made up of 12 Board Members. The composition, powers and functions of the Board are governed by the PPS Constitution.

Board Members serve for a period of 4 years. Board Members are not paid any remuneration or director's fees. There is a maximum term limit of 4 consecutive years for the Treasurer position. Re-appointment of the outgoing Treasurer to the position of the Treasurer or any position involving finances of PPS may be considered after a lapse of 2 years.

The Board met 11 times in the financial year with a quorum of 3 elected Board Members. No staff member sits on the Board.

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

GOVERNANCE

BOARD OF DIRECTORS

Name of Board Member	Board Appointment (as at Sep 2026)	Occupation	Board Meeting Attendance
Mr Leong Tze-Ho Douglas	Chairman (24 Apr 2026 - Present) Board Member (since 7 Sep 2025)	Director CRW Management Pte Ltd	6 / 6
Ms Tan Jing Ping	Vice Chairman (5 May 2026 - Present) Board Member (23 Nov 2025 - Present)	Director OTIS	1 / 2
Ms Ng Chiang Choon	Honorary Treasurer (1 Jun 2025 - Present) Board Member (27 Mar 2025 - Present)	Retired	11 / 11
Mr Tan Chee Koon Samuel	Honorary Secretary (5 May 2026 - Present) Honorary Treasurer (26 Dec 2021 - 31 May 2025) Board Member (26 Dec 2021 - Present)	CEO All Saints Home	9 / 11
Rev Sim Ang Lee (Shen Hongli)	Board Member (15 Jan 2023 - Present) Honorary Secretary (5 March 2025 - 4 Mar 2026)	Senior Pastor Bethany Presbyterian Church	9 / 11
Mr Kok Hei Mun Jonathan	Board Member (8 Oct 2021 - Present)	Partner Withers Khattar Wong LLP	8 / 11

GOVERNANCE

BOARD OF DIRECTORS

Name of Board Member	Board Appointment (as at Sep 2026)	Occupation	Board Meeting Attendance
Ms Seah Kwee Fang (She Guifang)	Board Member (8 Oct 2023 - Present)	Director Centre for Evidence and Implementation	10 / 11
Ms Wong Chor Geok	Board Member (8 Oct 2023 - Present)	Vice President IBM Innovation Services Pte Ltd	10 / 11
Mr Vincent Hianardi Tjong	Board Member (27 Mar 2025 - Present)	Administration Manager Ministry of Education	11 / 11
Mr Chia Boon Cher	Board Member (27 Mar 2025 - Present)	Retired	9 / 11
Mr Lee Keng Wee Tony Andrew	Board Member (7 Sep 2025 - Present)	Retired	5 / 6
Ms Anna Dorcas Lee Ern Hui	Board Member (7 Sep 2025 - Present)	Lawyer Eastspring Investments (Singapore) Limited	4 / 6

GOVERNANCE

ROLE OF BOARD OF DIRECTORS

- 1) To establish its vision, the mission and goals of PPS.
- 2) To review and ensure that policies are aligned with its mission and goals and to see that they are effectively executed.
- 3) To ensure the annual budget is adequate to achieve its aims and goals.
- 4) To monitor the financial situation of PPS through regular financial reports and other relevant documents.
- 5) To determine shortfalls in funding of programmes and set targets for fundraising projects and related activities.
- 6) To monitor plans and decisions of the sub-committees through periodic reviews.
- 7) To review human resource policies and personnel matters including salary review, implementation of NWC guidelines and training guidelines for all PPS staff.
- 8) To act as the Personnel Board for decisions on personnel matters pertaining to Senior Staff of PPS including the setting of work targets and monitoring of performance of the Executive Director (ED).
- 9) To review and establish appropriate organisational structure of PPS including staff establishment.
- 10) To provide advice to the ED on matters related to Government, NCSS and international relations.
- 11) To review and approve financial limits of the EXCO, EXCO members, the ED and Finance staff; and to approve expenditure up to the approved limits set by the Board.
- 12) To establish board governance, which includes role of the board, relationships and appreciation of differences in roles, board behaviour and board development.

GOVERNANCE

RELATED ENTITIES

PPS was incorporated on 17 August 2021 and commenced operations on 1 May 2022. Before this, the 11 preschool centres were managed under the Children’s Division of Presbyterian Community Services (PCS), now known as Presbyterian Community Social Services (PCSS). PPS was established as a separate entity to meet the Early Childhood Development Agency’s requirements under the Partner Operator Scheme (POP) 2.0 for 2021–2025.

There is one Board member from PPS who is also holding a role in PCSS:

- PPS Board Member Name: Kok Hei Mun, Jonathan
- PPS Board Designation: Board Member
- PCSS Board Designation: Chairman

EXECUTIVE LEADERSHIP

Executive Director: Lim Ee Tuo (appointed since 17th August 2021).

DISCLOSURE OF REMUNERATION OF HIGHEST PAID STAFF

Disclosure of annual remuneration of highest paid staff who each receives more than \$100,000, in bands of \$100,000:

Salary Bands (in bands of \$100,000)	Number
\$100,000 - \$200,000	5

None of the above staff serve on the Board of the charity.

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

GOVERNANCE

RESERVES POLICY

PPS has its “Reserves Policy” to provide financial stability and the means for further improvement of its activities. PPS maintains the reserves at a level equivalent to 4 months of operating expenditures based on last year’s actual operating expenses.

CONFLICT OF INTEREST POLICY

PPS has put in place its Conflict of Interest Policy (COI) to protect the Organisation’s welfare and best interests over and above all priorities and objectives. The COI mandates that no staff or Board of Directors may engage in any external interest or business that may undermine or conflict with the Organisation’s overall welfare.

The COI and declaration form shall be given to the staff or Board of Directors at the earliest opportunity, such as upon his/her taking up of the employment with or appointment in the Organisation or appointment in or election to the Board. Annual declaration of interests by members of key management personnel and the Board is required. He / she will fully disclose to the Executive Director’s Office or the Board in the event a conflict of interest situation may arise.

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. 1. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break). 2. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. 1.The Board member may continue to serve in other positions on the Board except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/ herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: 1.Revenue and receipting policies and procedures; 2.Procurement and payment policies and procedures; and 3.System for the delegation of authority and limits of approval.	4.1b	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	No	PPS will start internal audit with risk review in CY2027.	0
25	Set internal policies for the charity on the following areas and regularly review them: 1.Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); 2.Board strategies, functions, and responsibilities; 3.Employment practices; 4.Volunteer management; 5.Finances; 6.Information Technology (IT) including data privacy management and cyber-security; 7.Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); 8.Service or quality standards; and 9.Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	PPS does not have all internal policies in place, these will be in place in CY2027.	1

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Partial Compliance	PPS does not have all internal policies in place to manage key risks, these will be in place in CY2027.	1
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	No	PPS will start internal audit with risk review in CY2027.	0
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2

GOVERNANCE

GOVERNANCE EVALUATION CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or 'Partial Compliance', please explain.	Score
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
				Total Score	70
Percentage = (Total Score/Full Marks of 76) x 100%					92%

Presbyterian Preschool Services Ltd.

(Incorporated in the Republic of Singapore)

Reg. No. 202128741D

AUDITED FINANCIAL STATEMENTS

for the financial year ended 31 March 2026

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Presbyterian Preschool Services Ltd.

Directors' Statement

for the financial year ended 31 March 2026

The directors present their statement together with the audited financial statements for the financial year ended 31 March 2026 to the members of Presbyterian Preschool Services Ltd. (the "Company").

1. Opinion of the directors

In the opinion of the directors:

- (a) the accompanying financial statements set out on pages 6 to 29 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 March 2026 and the financial performance, changes in funds and cash flows for the financial year covered by the financial statements; and
- (b) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. Directors

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

Seah Kwee Fang
Wong Chor Geok
Sim Ang Lee
Kok Hei Mun Jonathan
Tan Chee Koon Samuel
Chia Boon Cher
Ng Chiang Choon
Vincent Hianardi Tjong
Anna Dorcas Lee Ern Hui Mrs Anna Dorcas Lau (Appointed on 7.9.2025)
Lee Keng Wee Tony Andrew (Appointed on 7.9.2025)
Leong Tze-Ho Douglas (Appointed on 7.9.2025)
Tan Jing Ping (Appointed on 23.11.2025)

3. Arrangements to enable directors to acquire shares and debentures

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

4. Directors' interests in shares and debentures

As the Company is limited by guarantee and does not have share capital, matters relating to the issue of shares or share options are not applicable.

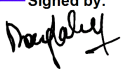
Presbyterian Preschool Services Ltd.

Directors' Statement (continued)

5. Independent Auditor

HLSPartnership LLP has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors

Signed by:

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.....
Leong Tze-Ho Douglas
Director

Signed by:

E4ADAD096DCF429...

.....
Ng Chiang Choon
Director

Singapore: 10 September 2026

Independent Auditor's Report

to the members of Presbyterian Preschool Services Ltd.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Presbyterian Preschool Services Ltd. (the "Company"), 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 a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS") so as to give a true and fair view of the financial position of the Company as at 31 March 2026, and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

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

Other Matter

The financial statements for the financial year ended 31 March 2025 were audited by another auditor whose report dated 11 September 2025 expressed an unmodified opinion on those financial statements.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement (set out in pages 1 and 2) but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the annual report, which is expected to be made available to us after that date.

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 Presbyterian Preschool Services Ltd.

Report on the Audit of the Financial Statements (continued)

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

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

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

Those charged with governance comprise the directors. Their responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

Independent Auditor's Report

to the members of Presbyterian Preschool Services Ltd.

Report on the Audit of the Financial Statements (continued)

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

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

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

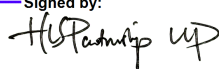
Report on Other Legal and Regulatory Requirements

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Mr Heng Yeow Meng.

Signed by:

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HLSPartnership LLP
Public Accountants and
Chartered Accountants
Singapore

10 September 2026

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16)

	2026 \$	2025 \$
Income		
Income from generated funds:		
- Voluntary income	1,409,698	2,254,304
- Activities for generating funds	110,187	111,970
Income from charitable activities	17,322,601	15,827,570
Other income	764,414	681,403
	<u>19,606,900</u>	<u>18,875,247</u>
Less: Expenditure		
Cost of charitable activities	17,161,976	16,524,167
Governance costs	2,394,233	2,321,415
	<u>19,556,209</u>	<u>18,845,582</u>
Net income for the financial year	<u>50,691</u>	<u>29,665</u>

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Unrestricted funds - General funds			Restricted funds			Total funds
	PPS HQ	PPS Centres	PPS LOT	ICCP	LSDS	ICS	
	\$	\$	\$	\$	\$	\$	\$
2026							
INCOME:							
Income from generated funds							
<i>Voluntary income</i>							
Donations:							
- Tax exempt	199,300	-	-	-	-	1,113,840	1,313,140
- Non-tax exempt	57,776	-	-	-	-	38,782	96,558
<i>Activities for generating funds:</i>							
Conference fees	110,187	-	-	-	-	-	110,187
	<u>367,263</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,152,622</u>	<u>1,519,885</u>
Income from charitable activities							
Childcare fees	-	6,223,150	762,029	-	-	-	6,985,179
Infant care fees	-	841,670	161,148	-	-	-	1,002,818
Early Childhood Development Agency Partner Operator fund (ECDA POP)	213,216	8,113,047	-	-	-	-	8,326,263
ECDA - other funds	117,946	3,777	-	-	-	-	121,723
Government grants - other	268,660	228,310	23,945	-	-	365,703	886,618
	<u>599,822</u>	<u>15,409,954</u>	<u>947,122</u>	<u>-</u>	<u>-</u>	<u>365,703</u>	<u>17,322,601</u>
Other income							
Extra-curricular fees (ECA) and enrichment fee	-	389,354	36,432	-	-	-	425,786
Graduation concert	-	33,509	3,362	-	-	-	36,871
Insurance	-	11,135	480	-	-	-	11,615
Miscellaneous income	203,643	39,736	3,506	-	-	-	246,885
Uniform sales	-	40,641	2,616	-	-	-	43,257
	<u>203,643</u>	<u>514,375</u>	<u>46,396</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>764,414</u>
Total income	<u>1,170,728</u>	<u>15,924,329</u>	<u>993,518</u>	<u>-</u>	<u>-</u>	<u>1,518,325</u>	<u>19,606,900</u>

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Note	Unrestricted funds – General funds			Restricted funds			Total funds
		PPS HQ \$	PPS Centres \$	PPS LOT \$	ICCP \$	LSDS \$	ICS \$	
2026 (continued)								
EXPENDITURE:								
Cost of charitable activities								
Books & Teaching materials		17,127	27,561	1,294	-	-	-	45,982
Children gifts		-	5,292	378	-	-	-	5,670
Cost of children insurance		-	6,318	802	-	-	-	7,120
Cost of sold drinks		-	729	-	-	-	-	729
Cost of mattress		-	110	-	-	-	-	110
Cost of uniforms		-	40,842	6,905	-	-	-	47,747
CPF and SDL contributions	12	390,988	1,097,341	114,240	-	-	-	1,602,569
Enrichment expenses		-	210,310	35,751	-	-	-	246,061
Event expenses		122,388	-	-	-	-	-	122,388
Extra-curricular (ECA) expenses		-	55,341	12,054	-	-	-	67,395
Food expenses		277	278,384	25,879	-	-	-	304,540
Foreign workers levy	12	8,545	335,770	40,167	-	-	-	384,482
Fundraising expenses		-	-	-	-	-	61,022	61,022
Gifts and offerings to teachers		2,146	39	-	-	-	-	2,185
Graduation expenses		2,944	19,751	3,048	-	-	-	25,743
Medical expenses	12	11,507	45,111	5,705	-	-	-	62,323
Medical supplies		82	1,909	98	-	-	-	2,089
Overtime wages	12	2	9,514	343	-	-	-	9,859
Programme expenses		-	-	200	-	-	28,933	29,133
Provision for/(reversal of) unutilised leaves	12	35,926	94,893	(32,734)	-	-	-	98,085
Salaries and bonuses	12	1,326,984	9,932,151	1,105,366	-	-	1,312,735	13,677,236
Staff insurance	12	7,899	55,673	6,682	-	-	-	70,254
Staff recruitment expenses	12	12,053	54,449	9,938	-	-	-	76,440
Staff training	12	7,942	14,661	1,586	300	-	-	24,489
Staff welfare	12	20,981	140,808	26,536	-	-	-	188,325
		<u>1,967,791</u>	<u>12,426,957</u>	<u>1,364,238</u>	<u>300</u>	<u>-</u>	<u>1,402,690</u>	<u>17,161,976</u>

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Note	Unrestricted funds - General funds			Restricted funds			Total funds
		PPS HQ \$	PPS Centres \$	PPS LOT \$	ICCP \$	LSDS \$	ICS \$	
2026 (continued)								
EXPENDITURE (CONTINUED):								
Governance costs								
Audit fee		35,008	28,545	5,511	-	-	-	69,064
Bad debts		-	15,474	-	-	-	-	15,474
Bank and nets charges		41,453	13,707	675	-	-	-	55,835
Centre certification cost		-	7,280	800	-	-	-	8,080
Conservancy		-	34,059	808	-	-	-	34,867
Curriculum expense		142,886	62,279	6,250	-	-	-	211,415
Depreciation	8	24,176	466,761	7,795	3,844	706	-	503,282
Fine and penalty		902	600	-	-	-	-	1,502
General expenses		(6,155)	8,135	405	-	-	-	2,385
General insurance		1,845	16,720	5,476	-	-	-	24,041
Membership & subscription fee		7,530	7,911	-	-	-	-	15,441
Postages and courier		8,554	819	85	-	-	-	9,458
Printing and stationery		14,454	33,797	1,929	-	-	-	50,180
Professional fee		(1,216)	35,347	-	-	15,636	-	49,767
Property, plant and equipment written off		-	-	132,264	-	-	-	132,264
Publicity expenses		71,206	1,238	857	-	-	-	73,301
Refreshment		2,436	321	19	-	-	-	2,776
Rental of copier		2,017	18,850	3,142	-	-	-	24,009
Rental of premises		210,934	148,863	117,879	-	-	-	477,676
Repairs and maintenance		5,811	92,035	6,283	-	-	-	104,129
Share on the result of operation from One Holland Village (OHV)		123,147	-	-	-	-	-	123,147
Small value assets		4,541	11,220	680	-	-	-	16,441
Software license & support		37,113	78,672	14,949	-	-	-	130,734
Stamp duty		671	-	-	-	-	-	671
Telecommunication		5,846	18,180	2,583	-	-	-	26,609
Toiletries		726	44,463	2,197	-	-	-	47,386
Travelling and transport		7,510	7,115	884	-	-	-	15,509
Utilities		23,207	137,942	7,641	-	-	-	168,790
		<u>764,602</u>	<u>1,290,333</u>	<u>319,112</u>	<u>3,844</u>	<u>16,342</u>	<u>-</u>	<u>2,394,233</u>
Total expenditure		<u>2,732,393</u>	<u>13,717,290</u>	<u>1,683,350</u>	<u>4,144</u>	<u>16,342</u>	<u>1,402,690</u>	<u>19,556,209</u>

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Unrestricted funds – General funds			Restricted funds			Total funds
	PPS HQ \$	PPS Centres \$	PPS LOT \$	ICCP \$	LSDS \$	ICS \$	
2026 (continued)							
Net income/(expenditure) for the financial year	(1,561,665)	2,207,039	(689,832)	(4,144)	(16,342)	115,635	50,691

Abbreviation:

PPS HQ	-	PPS Headquarters
PPS LOT	-	PPS Little Olive Tree
ICCP	-	Integrated Child Care Programme
LSDS	-	Learning Support and Development Support
OHV	-	One Holland Village
ICS	-	Inclusion

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Unrestricted funds – General funds			Restricted funds			Total funds
	PPS HQ	PPS Centres	PPS LOT	ICCP	LSDS	OHV	
	\$	\$	\$	\$	\$	\$	\$
2025							
INCOME:							
Income from generated funds							
<i>Voluntary income</i>							
Donations:							
- Tax exempt	2,180,240	-	-	-	-	-	2,180,240
- Non-tax exempt	74,064	-	-	-	-	-	74,064
<i>Activities for generating funds:</i>							
Conference fees	111,970	-	-	-	-	-	111,970
	<u>2,366,274</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,366,274</u>
Income from charitable activities							
Childcare fees	-	6,526,682	928,672	-	7,442	-	7,462,796
Infant care fees	-	937,351	304,963	-	-	-	1,242,314
Early Childhood Development Agency Partner Operator fund (ECDA POP)	-	6,096,827	-	-	-	-	6,096,827
ECDA - other funds	141,487	142,999	-	-	-	-	284,486
Government grants - other	268,621	34,359	4,437	-	-	-	307,417
Ministry of Social and Family Development							
- Learning Support Development Scheme (MSF-LSDS)	-	-	-	-	433,730	-	433,730
	<u>410,108</u>	<u>13,738,218</u>	<u>1,238,072</u>	<u>-</u>	<u>441,172</u>	<u>-</u>	<u>15,827,570</u>
Other income							
Extra-curricular fees (ECA) and enrichment fee	-	172,435	18,521	-	-	-	190,956
Graduation concert	8,914	28,321	3,556	-	-	-	40,791
Insurance	-	10,869	1,759	-	-	-	12,628
Miscellaneous income	335,461	49,787	5,890	-	-	-	391,138
Uniform sales	-	41,642	4,248	-	-	-	45,890
	<u>344,375</u>	<u>303,054</u>	<u>33,974</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>681,403</u>
Total income	<u>3,120,757</u>	<u>14,041,272</u>	<u>1,272,046</u>	<u>-</u>	<u>441,172</u>	<u>-</u>	<u>18,875,247</u>

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Note	Unrestricted funds – General funds			Restricted funds			Total funds
		PPS HQ	PPS Centres	PPS LOT	ICCP	LSDS	OHV	
		\$	\$	\$	\$	\$	\$	\$
2025 (continued)								
EXPENDITURE:								
Cost of charitable activities								
Books & Teaching materials		2,572	24,937	5,183	-	-	-	32,692
Children gifts		-	3,093	106	-	-	-	3,199
Cost of children insurance		-	5,741	659	-	-	-	6,400
Cost of mattress		-	1,238	110	-	-	-	1,348
Cost of uniforms		7,034	50,677	7,752	-	-	-	65,463
CPF and SDL contributions	12	326,058	1,003,741	155,122	-	18,338	-	1,503,259
Enrichment expenses		-	84,885	6,088	-	-	-	90,973
Event expenses		150,972	-	-	-	-	-	150,972
Extra-curricular (ECA) expenses		-	21,047	1,600	-	-	-	22,647
Food expenses		71	292,838	43,645	-	-	-	336,554
Foreign workers levy	12	5,379	392,739	40,880	-	-	-	438,998
Gifts and offerings to teachers		1,425	131	-	-	-	-	1,556
Graduation expenses		1,173	23,582	2,990	-	-	-	27,745
Medical expenses	12	1,250	7,039	1,382	-	-	-	9,671
Medical supplies		-	2,141	580	-	-	-	2,721
Overtime wages	12	529	14,713	1,478	-	-	-	16,720
Programme expenses		-	44,034	659	-	-	-	44,693
Provision for unutilised leaves	12	16,498	5,483	7,138	-	(5,031)	-	24,088
Salaries and bonuses	12	2,272,791	9,385,348	1,422,064	-	107,141	-	13,187,344
Staff insurance	12	32,186	197,714	35,068	-	-	-	264,968
Staff recruitment expenses	12	19,054	39,672	8,725	-	-	-	67,451
Staff training	12	30,246	21,487	9,273	-	-	-	61,006
Staff welfare	12	16,805	127,916	18,440	-	-	-	163,161
Toys		-	215	323	-	-	-	538
		2,884,043	11,750,411	1,769,265	-	120,448	-	16,524,167

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2026 (Note 16) (continued)

	Note	Unrestricted funds – General funds			Restricted funds			Total funds
		PPS HQ \$	PPS Centres \$	PPS LOT \$	ICCP \$	LSDS \$	OHV \$	
2025 (continued)								
EXPENDITURE (CONTINUED):								
Governance costs								
Audit fee		65,000	-	-	-	-	-	65,000
Bad debts		(8,163)	13,389	1,163	-	-	-	6,389
Bank and nets charges		1,348	18,444	730	-	-	-	20,522
Centre certification cost		-	8,217	2,010	-	-	-	10,227
Conservancy		-	28,862	1,053	-	-	-	29,915
Curriculum expense		105,808	10,760	2,032	-	-	-	118,600
Depreciation	8	20,381	428,860	43,518	3,499	706	-	496,964
Fine and penalty		858	-	-	-	-	-	858
General expenses		1,807	16,054	2,718	-	-	-	20,579
General insurance		1,253	18,044	4,875	186	186	-	24,544
Membership & subscription fee		8,233	3,300	-	-	-	-	11,533
Postages and courier		8,542	181	-	-	-	-	8,723
Printing and stationery		18,168	30,827	5,854	-	-	-	54,849
Professional fee		120	10,800	-	-	66,482	-	77,402
Publicity expenses		41,313	2,503	104	-	-	-	43,920
Refreshment		655	435	109	-	-	-	1,199
Rental of copier		1,860	18,850	3,770	-	-	-	24,480
Rental of premises		146,488	141,570	175,580	-	-	-	463,638
Repairs and maintenance		6,547	83,960	8,311	-	-	-	98,818
Share on the result of operation from One Holland Village (OHV)		225,407	-	-	-	-	111,000	336,407
Small value assets		10,925	17,240	3,033	-	-	-	31,198
Software license & support		19,275	60,951	15,454	-	-	-	95,680
Telecommunication		3,555	15,392	4,075	-	-	-	23,022
Toiletries		507	43,854	4,489	-	-	-	48,850
Travelling and transport		11,982	9,077	2,478	40	75	-	23,652
Utilities		26,175	145,215	13,056	-	-	-	184,446
		<u>718,044</u>	<u>1,126,785</u>	<u>294,412</u>	<u>3,725</u>	<u>67,449</u>	<u>111,000</u>	<u>2,321,415</u>
Total expenditure		3,602,087	12,877,196	2,063,677	3,725	187,897	111,000	18,845,582

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

Presbyterian Preschool Services Ltd.

Statement of Financial Activities

for the financial year ended 31 March 2025 (Note 16) (continued)

	Unrestricted funds – General funds			Restricted funds			Total funds
	PPS HQ \$	PPS Centres \$	PPS LOT \$	ICCP \$	LSDS \$	OHV \$	
2025 (continued)							
Net income/(expenditure) for the financial year	(481,330)	1,164,076	(791,631)	(3,725)	253,275	(111,000)	29,665

Abbreviation:

PPS HQ - PPS Headquarters
PPS LOT - PPS Little Olive Tree

ICCP - Integrated Child Care Programme
LSDS - Learning Support and Development Support
OHV - One Holland Village
ICS - Inclusion

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

Presbyterian Preschool Services Ltd.

Statement of Financial Position

as at 31 March 2026 (Note 16)

	Note	2026 \$	2025 (Restated) \$
Current assets			
Cash and cash equivalents	6	2,326,371	1,813,179
Fees and other receivables	7	3,639,442	2,426,887
		<u>5,965,813</u>	<u>4,240,066</u>
Non-current assets			
Property, plant and equipment	8	<u>748,920</u>	<u>1,310,693</u>
Total assets		<u>6,714,733</u>	<u>5,550,759</u>
Current liabilities			
Trade and other payables	9	<u>3,337,269</u>	<u>2,937,633</u>
Non-current liabilities			
Other payables	9	1,003,000	-
Borrowings	10	<u>2,180,000</u>	<u>1,000,000</u>
		<u>3,183,000</u>	<u>1,000,000</u>
Total liabilities		<u>6,520,269</u>	<u>3,937,633</u>
Net assets		<u>194,464</u>	<u>1,613,126</u>
Unrestricted funds			
General funds:			
- PPS Headquarters		(1,251,542)	310,123
- PPS Centres		4,145,113	1,938,074
- PPS Little Olive Tree		<u>(2,880,863)</u>	<u>(2,191,031)</u>
		<u>12,708</u>	<u>57,166</u>
Restricted funds			
Integrated Child Care Programme fund		(36,429)	(32,285)
Learning Support and Development Support fund		102,550	118,892
One Holland Village Renovation fund		-	1,469,353
Inclusion fund		<u>115,635</u>	<u>-</u>
		<u>181,756</u>	<u>1,555,960</u>
Total funds	11	<u>194,464</u>	<u>1,613,126</u>

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

Presbyterian Preschool Services Ltd.

Statement of Changes in Funds

for the financial year ended 31 March 2026 (Note 16)

	Balance at beginning of financial year \$	Net income/ (expenditure) for the financial year \$	Refund of restricted funds \$	Balance at the end of financial year \$
2026				
Unrestricted funds				
<i>General funds:</i>				
- PPS Headquarters	310,123	(1,561,665)	-	(1,251,542)
- PPS Centres	1,938,074	2,207,039	-	4,145,113
- PPS Little Olive Tree	(2,191,031)	(689,832)	-	(2,880,863)
	57,166	(44,458)	-	12,708
Restricted funds				
Integrated Child Care Programme fund	(32,285)	(4,144)	-	(36,429)
Learning Support and Development Support fund	118,892	(16,342)	-	102,550
One Holland Village Renovation fund	1,469,353	-	(1,469,353)	-
Inclusion fund	-	115,635	-	115,635
	1,555,960	95,149	(1,469,353)	181,756
Total funds	1,613,126	50,691	(1,469,353)	194,464
2025				
Unrestricted funds				
<i>General funds:</i>				
- PPS Headquarters	791,453	(481,330)	-	310,123
- PPS Centres	773,998	1,164,076	-	1,938,074
- PPS Little Olive Tree	(1,399,400)	(791,631)	-	(2,191,031)
	166,051	(108,885)	-	57,166
Restricted funds				
Integrated Child Care Programme fund	(28,560)	(3,725)	-	(32,285)
Learning Support and Development Support fund	(134,383)	253,275	-	118,892
One Holland Village Renovation fund	1,580,353	(111,000)	-	1,469,353
	1,417,410	138,550	-	1,555,960
Total funds	1,583,461	29,665	-	1,613,126

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

Presbyterian Preschool Services Ltd.

Statement of Cash Flows

for the financial year ended 31 March 2026 (Note 16)

	Note	2026 \$	2025 \$
Operating activities			
Net income for the financial year		50,691	29,665
Adjustments for:			
Depreciation of property, plant and equipment	8	503,282	496,964
Property, plant and equipment written off		132,264	-
Operating cash flows before changes in working capital		686,237	526,629
Changes in working capital:			
- fees and other receivables		(1,212,555)	(1,009,235)
- trade and other payables		(66,715)	2,252
Net cash flows used in operating activities		(593,033)	(480,354)
Investing activity			
Purchase of property, plant and equipment	8	(73,775)	(282,912)
Net cash flows used in investing activity		(73,775)	(282,912)
Financing activity			
Proceeds of loan from The Presbyterian Church in Singapore	10	1,180,000	1,000,000
Net cash flows generated from financing activity		1,180,000	1,000,000
Cash and cash equivalents			
Net increase		513,192	236,734
At 1 April 2025/2024		1,813,179	1,576,445
At 31 March	6	2,326,371	1,813,179

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

Presbyterian Preschool Services Ltd.

Notes to the Financial Statements

for the financial year ended 31 March 2026 (Note 16)

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

1. General information

Presbyterian Preschool Services Ltd. (the “Company”) was incorporated on 17 August 2021 and domiciled in Singapore. The Company is a charity registered under the Charities Act 1994 since 1 March 2022. The Company has been accorded an Institutions of a Public Character (“IPC”) status since 2023.

It is a company limited by guarantee whereby the liabilities of the members are limited. Every member of the Company undertakes to contribute to the assets of the Company, in the event of it being wound up while he is a member, or within one year after he ceases to be a member, for payment of debts and liabilities of the Company contracted before he ceases to be a member, and the costs, charges and expenses of winding-up, and for the adjustment of the rights of the contributories among as may be required not exceeding \$1. As at date of this statement, the Company has 12 members (2025: 10 members)

The Company’s registered office and principal place of business is at 312 Balestier Road #02-01 Singapore 329743.

The principal activities of the Company are provision of quality and affordable early childhood development services and provide training and consultancy services relating to early childhood development.

At the reporting date, there are 11 Centres (2025: 14 Centres) in operation and are as follows:

1. Blk 442 Ang Mo Kio Avenue 10 #01-1205 Singapore 560442
2. Blk 116 Bukit Batok West Ave 6 #01-232 Singapore 650116
3. Blk 5 Ghim Moh Road #01-238 Singapore 270005
4. Blk 11 Holland Drive #01-20 Singapore 271011
5. Blk 127 Hougang Avenue 1 #01-1494 Singapore 530127
6. Blk 229 Pasir Ris Street 21 #01-28 Singapore 510229
7. Blk 561 Pasir Ris Street 51 #01-265 Singapore 510561
8. Blk 432 Tampines Street 41 #01-555 Singapore 520432
9. Blk 23 Marsiling Drive #01-159 Singapore 730023
10. Blk 411 Yishun Ring Road #01-1807 Singapore 760411
11. Blk 439 Fajar Road #01-422 Singapore 670439

2. Basis of preparation

The financial statements have been prepared in accordance with the Charities Accounting Standard (“CAS”) issued by the Singapore Accounting Standard Council and the disclosure requirements of the Societies Act 1966, the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

These financial statements are presented in Singapore dollar (“\$”), which is the Company’s functional and presentation currency.

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****2. Basis of preparation (continued)**

The preparation of the financial statements in conformity with CAS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenditure. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The management has assessed that the going concern basis of preparation for this set of financial statements remains appropriate.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as discussed below.

Provision for expected credit losses (ECL) of fee receivables

ECLs are unbiased probability-weighted estimates of credit losses which are determined by evaluating a range of possible outcomes and taking into account past events, current conditions and assessment of future economic conditions.

The Company has used relevant historical information and loss experience to determine the probability of default of the instruments and incorporated forward looking information, including significant changes in external market indicators which involved significant estimates and judgements. In determining the ECLs of fee receivables, the Company has used one year of historical losses data to determine the loss rate and applied an adjustment against the historical loss rate based on the change in Gross Domestic Product and unemployment rate to reflect the current and forward-looking information.

3.2 Critical judgements in applying the entity's accounting policies

The critical judgements in applying the entity's accounting policies at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

3.3 Government grants

Government grants to meet operating expenses are recognised as income in the statement of financial activities on the accrual basis in the period these operating expenses were incurred and there is reasonable assurance that the Company will comply with the conditions attached to it. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Company if the conditions are not met. At the reporting date, the Management assessed the Company has met the conditions attached to the grants.

Presbyterian Preschool Services Ltd.

Notes to the Financial Statements (continued)

4. Material accounting policy information

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. Certain comparative amounts have been reclassified to conform with the current year's presentation.

4.1 *Income recognition*

Income is included in the statement of financial activities when the following three factors are met:

- The Company becomes entitled to the income;
- Management is virtually certain that they will receive the income; and
- The monetary value can be measured with sufficient reliability.

Donations

The recognition of a promised donation is evidence of entitlement which normally exists when the donation is formally expressed in writing. Where the entitlement is demonstrable, and no conditions are attached, such promises are recognised as income once the criteria of certainty and measurability are met.

For donations-in-kind, where the value can be estimated with sufficient reliability, they will be recorded as income. Otherwise, the fact that the value cannot be estimated with sufficient reliability will be disclosed in the relevant note.

Childcare and infant care fee

Revenue from childcare fees and infant care fees are recognised over the period of the instruction/ programme conducted.

Conference fees

Revenue from conference fees is recognised over the period of the event conducted.

Interest income

Interest income on bank current accounts and fixed deposits placed with banks are recognised on a time-proportion basis using the effective interest method.

Other income

Other income is recognised when received.

4.2 *Grants and subsidies*

Grants including those for the acquisition of plant and equipment, are recognised as income when there is evidence of entitlement, which will normally exist when the grant is formally expressed in writing. Where entitlement is demonstrable and no conditions are attached, such promises are recognised as income once the criteria of certainty and measurement are met.

Grants from Ministry of Social and Family Development ("MSF"), Early Childhood Development Agency ("ECDA") and National Council of Social Service ("NCSS") relating to school fees and other fees are calculated based on formula set by the respective government bodies.

4.3 *Expenditure recognition*

All expenditure 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.

(i) *Cost of charitable activities*

Expenditure on charitable activities comprises all costs incurred in the pursuit of the charitable objects of the Company. Those costs, where not wholly attributable, are apportioned between the categories of charitable expenditure.

The total costs of each category of charitable expenditure therefore include an apportionment of support cost, where possible.

Presbyterian Preschool Services Ltd.

Notes to the Financial Statements (continued)

4. Material accounting policy information (continued)

4.3 *Expenditure recognition (continued)*

(ii) *Governance and administrative costs*

Governance costs include the costs of governance arrangements, which relate to the general running of the Company as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Expenditure on the governance of the Company will normally include both direct and related support costs which include internal and external audit, apportioned manpower costs and general costs in supporting the governance activities, legal advice for governing board members and cost associated with constitutional and statutory requirements.

4.4 *Property, plant and equipment*

(i) *Measurement*

All property, plant and equipment are stated at cost less accumulated depreciation. All items of property, plant and equipment are initially recorded at cost. Fully depreciated assets still in use are retained in the financial statements.

The cost of an item of property, plant and equipment shall be recognised as an asset if, and only if:

- It is probable that future economic benefits associated with the item will flow to the Company; and
- The cost of the item can be measured reliably.

The cost of an item of property, plant and equipment comprises all of the following:

- (a) Its purchase price, including legal and brokerage fees, import duties and non-refundable purchase taxes, after deducting trade discounts and rebates;
- (b) Any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. These can include the costs of site preparation, initial delivery and handling, installation and assembly, and testing of functionality; and
- (c) The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which the Company incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during the period.

Property, plant and equipment are not revalued and are not required to be assessed for impairment under CAS.

(ii) *Depreciation*

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

- | | |
|------------------------|--------------|
| • Computers | 3 to 5 years |
| • Equipment | 3 to 5 years |
| • Furniture & fittings | 5 years |
| • Renovation | 5 years |

The residual values estimated useful lives and depreciation method of property, plant and equipment are reviewed and adjusted as appropriate, at each reporting date and, where necessary, revised to reflect changes in expectation. Fully depreciated assets are retained in the financial statements until they are no longer in use.

Presbyterian Preschool Services Ltd.

Notes to the Financial Statements (continued)

4. Material accounting policy information (continued)

4.4 *Property, plant and equipment (continued)*

(iii) *Disposal*

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

4.5 *Financial assets*

(i) *Recognition and measurement*

Receivables, excluding prepayments, are initially recognised at their transaction price, excluding transaction costs, if any. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Prepayments are initially recognised at the amount paid in advance for the economic resources expected to be received in the future.

(ii) Receivables in financial assets are subsequently measured at cost less accumulated impairment losses.

(iii) *Derecognition*

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership.

(iv) *Impairment*

The Company assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

An allowance for impairment of other receivables is recognised when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the allowance for impairment is recognised in the statement of financial activities within "Governance costs".

Subsequently, if the amount of an impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss will be reversed. The reversal will not result in any carrying amount of the financial asset (net of any allowance account) that exceeds what the carrying amount would have been had the impairment not previously been recognised. The amount of reversal is recognised in the statement of financial activities.

4.6 *Cash and cash equivalents*

Cash and cash equivalents include cash on hand, and deposits with a financial institution which are stated at cost

Fixed deposits that have short maturities of three months or less from the date of acquisition are reported as cash and cash equivalents. All other fixed deposits are reported separately in the statement of financial position.

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****4. Material accounting policy information (continued)****4.7 Financial liabilities**

Financial liabilities are recognised when the Company becomes a party to the contractual agreements of the instrument and are classified according to the substance of the contractual arrangements entered into. All interest related charges are recognised in the statement of financial activities. Financial liabilities includes “Trade and other payables”.

Financial liabilities which are due to be settled within 12 months after the reporting date are presented as current liabilities in the statement of financial position even though the original term was for a period longer than 12 months and an agreement to refinance, or to reschedule payments, on a long-term basis is completed after the reporting date and before the financial statements are authorised for issue. Other financial liabilities due to be settled more than 12 months after the reporting date are presented as non-current liabilities in the statement of financial position.

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

Trade and other payables

Trade and other payables excluding accruals are normally settled on 30 to 60 days term. These are recognised at their transaction price, excluding transactions costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

4.8 Employee compensation**(i) Defined contribution plans**

Defined contribution plans are post-employment benefit plans under which the Company pays fixed contributions into separate entities such as the Central Provident Fund (“CPF”), on a mandatory, contractual or voluntary basis. The Company has no further payment obligations once the contributions have been paid.

(ii) Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

4.9 Operating leases

The lease payments under an operating lease shall be recognised on a straight-line basis over the lease term even if the payments are not on such a basis, unless another systematic and rational basis is more representative of the time pattern of the lessee’s benefit.

Incentives to sign an operating lease, in whatever form they may take, shall be spread by the lessee on a straight-line basis over the lease term.

4.10 Fund accounting

Monies received for specific purposes, including transfers from the general fund, are credited directly to the respective fund in the financial statement. These include restricted funds and unrestricted funds. Restricted funds are funds held by the Company that can only be applied for specific purposes. These funds are subject to specific trusts which may be declared by the donors with their authority or created through legal process but are still within the wider objects of the Company. Unrestricted funds are expendable at the discretion of the Board in furtherance of the Company’s objects. Designated fund is part of the unrestricted funds earmarked for a particular project. The designation is for administrative purpose only and does not restrict Board’s discretion to apply the fund.

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****4. Material accounting policy information (continued)****4.10 Fund accounting (continued)**

Income and expenditure relating to specific funds are accounted for directly in the funds to which they relate. Common expenses, if any, are allocated on a reasonable basis to the funds based on the method suitable to this common expense. Assets and liabilities of the specific funds are pooled in the statement of financial position.

Funds received for specific purposes such as purchase of depreciable assets are taken to the relevant restricted fund account. This relevant fund will be reduced over the useful life of the asset in line with its depreciation. Depreciation is charged to the relevant designated funds where the asset is held.

4.11 Contingencies

Contingent liabilities are not recognised in the financial statement. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote. Where the possibility of an outflow of resources is not remote, the Company shall disclose for each class of contingent liability at the reporting date, a brief description of the nature of the contingent liability and, where practicable:

- an estimate of its financial effect;
- an indication of the uncertainties relating to the amount or timing of any outflow; and
- the possibility of any reimbursement.

A contingent asset is not recognised in the financial statement but disclosed when an inflow of economic benefit is probable.

5. Income tax

The Company is registered as a charity under Charities Act since 1 March 2022. Consequently, the income of the Company is exempted from tax under the provisions of Section 13 of the Income Tax Act 1947.

6. Cash and cash equivalents

	2026	2025
	\$	\$
Cash on hand	7,100	7,300
Cash at bank	1,819,271	1,805,879
Fixed deposit	500,000	-
	<u>2,326,371</u>	<u>1,813,179</u>

7. Fees and other receivables

	2026	2025
	\$	(Restated) \$
Fee receivables	57,005	59,511
Childcare subsidy receivables – ECDA	41,385	25,310
Deposits	716,836	706,936
Grant receivables - ECDA (Partner Operator Scheme)	2,417,194	917,540
Prepayments	226,644	366,879
Amount due from Presbyterian Community Services	-	169,294
Amount due from The Presbyterian Church in Singapore	8,313	8,828
Accrued income	90,994	-
Others	81,071	172,589
	<u>3,639,442</u>	<u>2,426,887</u>

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****8. Property, plant and equipment**

	Computers \$	Equipment \$	Furniture and fittings \$	Renovation \$	Total \$
Cost					
2026					
<i>Cost</i>					
At 1 April 2025	143,540	173,635	67,158	2,207,580	2,591,913
Additions	19,095	17,036	4,091	33,553	73,775
Written off	(18,905)	(20,242)	(34,580)	(250,847)	(324,574)
At 31 March 2026	143,730	170,429	36,669	1,990,286	2,341,114
<i>Accumulated depreciation</i>					
At 1 April 2025	88,183	56,261	40,556	1,096,220	1,281,220
Charge for financial year	31,059	33,553	10,806	427,864	503,282
Written off	(12,850)	(7,825)	(19,595)	(152,038)	(192,308)
At 31 March 2026	106,392	81,989	31,767	1,372,046	1,592,194
<i>Carrying amount</i>					
At 31 March 2026	37,338	88,440	4,902	618,240	748,920
2025					
<i>Cost</i>					
At 1 April 2024	141,413	98,127	67,158	2,002,303	2,309,001
Additions	2,127	75,508	-	205,277	282,912
At 31 March 2025	143,540	173,635	67,158	2,207,580	2,591,913
<i>Accumulated depreciation</i>					
At 1 April 2024	56,713	22,890	26,911	677,742	784,256
Charge for financial year	31,470	33,371	13,645	418,478	496,964
At 31 March 2025	88,183	56,261	40,556	1,096,220	1,281,220
<i>Carrying amount</i>					
At 31 March 2025	55,357	117,374	26,602	1,111,360	1,310,693

The depreciation expense is charged under the following funds:

	2026 \$	2025 \$
<i>Under unrestricted funds - General funds</i>		
PPS Headquarters	24,176	20,381
PPS Centres	466,761	428,860
PPS Little Olive Tree	7,795	43,518
	498,732	492,759
<i>Under restricted Funds</i>		
Integrated Child Care Programme	3,844	3,499
Learning Support and Development Support	706	706
	503,282	496,964

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****9. Trade and other payables**

	2026	2025
	\$	(Restated) \$
<i>Current</i>		
Trade payables		
Due to unrelated parties	136,505	357,876
Deposits received - Childcare and infant care	931,708	899,023
	<u>1,068,213</u>	<u>1,256,899</u>
Other payables		
Due to unrelated parties	113,342	21,358
Amount due to directors (interest-free)	330,000	332,000
Amount due to Presbyterian Community Services (interest-free)	880,539	589,438
Accruals	409,567	292,295
GST payables	130,460	138,580
Provision for unutilised leaves	405,148	307,063
	<u>3,337,269</u>	<u>2,937,633</u>
<i>Non-current</i>		
Other payables		
Amount due to Presbyterian Community Services (interest-free)	<u>1,003,000</u>	<u>-</u>
Total trade and other payables	<u>4,340,269</u>	<u>2,937,633</u>

10. Borrowings

Loans from The Presbyterian Church in Singapore are unsecured, interest-free, and not repayable for within 12 months from the reporting date.

11. Funds

Funds comprise unrestricted and restricted funds.

(i) Unrestricted funds

This fund is to be used for non-specific purposes at the discretion of the board of directors in furtherance of the objectives of the Company.

Unrestricted general funds comprise:

(a) *PPS Headquarters (HQ) fund*

This fund represents the accumulated income of the Headquarters. It is unrestricted and is for the purpose of meeting the expenditure in accordance with the objectives of the Headquarters.

(b) *PPS Centres fund*

This fund comprises the total accumulated income of the eleven (11) Centres. It is unrestricted and is for the purpose of meeting the expenditure in accordance with the objectives of those 11 Centres.

(c) *PPS Little Olive Tree (LOT) fund*

This fund represents the accumulated surplus of the remaining three (3) Centres located in LOT Bukit Arang, LOT Woodlands and LOT Fajar. It is unrestricted and is for the purpose of meeting the expenditure in accordance with the objectives of the remaining 3 Centres.

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****11. Funds (continued)***(ii) Restricted funds*

Fund balances restricted by outside sources are indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purpose established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its company purposes.

Restricted funds comprise:

(a) MSF Funding (ICCP programmes)

The Integrated Childcare Programme ("ICCP") is an inclusive programme provided in existing Child Care Centres which allows children, aged 2-6 years, with special needs to learn alongside their regular peers. The ICCP aims to provide a natural environment for the child to learn, play, socialise and grow up in. It helps to prepare the child for entry into primary school later.

(b) Learning Support and Development Support programmes ("LSDS")

This is an early intervention programme for existing pre-school children with mild developmental needs. It provides targeted short-term interventions and is run by trained Learning Support Educators, clinical professionals and therapists.

(c) Inclusion Fund ("ICS")

The Inclusion Fund comprises restricted donations and related fundraising proceeds received to support children who require additional educational and inclusion support, including children supported under PPS's Education Support Programme (ESP), as well as children from lower-income families who require financial assistance.

The Fund is used for eligible costs associated with supporting these beneficiaries, including programme support, fee subsidies and attributable manpower and resources. The Fund comprises proceeds from various fundraising campaigns which support the beneficiary groups and purposes described above.

(d) One Holland Village Fund ("OHV")

The fund was received from the Presbyterian Church in Singapore ("PCS") through the Presbyterian Community Services ("PCSS"). It was used to cover the rental and renovation costs of the One Holland Village premises.

12. Staff costs

	2026	2025
	\$	\$
Salaries and bonuses	13,677,236	13,187,344
CPF and SDL contributions	1,602,569	1,503,259
Foreign workers levy	384,482	438,998
Overtime wages	9,859	16,720
Provision for unutilised leaves	98,085	24,088
Medical expenses	62,323	9,671
Staff insurance	70,254	264,968
Staff training	24,489	61,006
Staff recruitment expenses	76,440	67,451
Staff welfare	188,325	163,161
	<u>16,194,062</u>	<u>15,736,666</u>

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****12. Staff costs (continued)**

The staff costs were allocated as follows:

	2026	2025
	\$	\$
Cost of charitable activities:		
- Unrestricted funds	14,881,327	15,618,056
- Restricted funds	1,312,735	118,610
	<u>16,194,062</u>	<u>15,736,666</u>

13. Operating lease commitments

The Company leases premises and equipment from non-related parties under non- cancellable operating lease agreements.

As at the reporting date, the Company has commitments for future minimum lease payments under non-cancellable operating leases in respect of leasing of premises and equipment as follows:

	2026	2025
	\$	\$
Not later than one year	70,000	84,000
Later than one year but not later than five years	-	70,000
	<u>70,000</u>	<u>154,000</u>

The operating lease commitments included above are based on known rates as at the date of this report and do not include any revision in rates which may be determined by the lessor.

14. Significant related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Company and related parties at terms agreed between the parties:

	2026	2025
	\$	\$
(i) Donations received from directors	<u>58,320</u>	<u>5,000</u>
(ii) Key management personnel compensation:		
- Salaries, allowance and bonuses	595,037	431,877
- CPF and SDL contributions	78,996	48,669
	<u>674,033</u>	<u>480,546</u>
	2026	2025
	No. of key management personnel	No. of key management personnel
<i>Remuneration band:</i>		
\$100,001 - \$200,000	<u>5</u>	<u>4</u>

Presbyterian Preschool Services Ltd.**Notes to the Financial Statements (continued)****14. Significant related party transactions (continued)***Key management personnel*

Key management personnel are directors and those persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

No member of the Board of Directors received remuneration during the financial year.

The remuneration of key management personnel is determined by the Executive Board.

15. Management of conflict of interest

Whenever a director is in any way, directly or indirectly, and has an interest in a transaction or project or other matter to be discussed at a meeting, the director shall disclose the nature of his interests before the discussion on the matter begins.

The members concerned should not participate in the discussion or vote on the matter and should also offer to withdraw from the meeting and the directors shall decide if this should be accepted.

16. Restatement and comparative information

The prior year's financial statements were audited by another firm of auditors and are presented for comparative purposes. Certain comparative figures have been reclassified to conform with the current year's presentation.

The comparatives have been accordingly restated, and the details are as follows:

	As previously stated \$	Adjustments \$	As restated \$
31 March 2025			
<i>Balance Sheet</i>			
<i>Fees and other receivables</i>			
Amount due from a related party	178,122	(178,122)	-
Amount due from Presbyterian Community Services	-	169,294	169,294
Amount due from The Presbyterian Church in Singapore	-	8,828	8,828
<i>Trade and other payables</i>			
Due to unrelated parties	353,358	(332,000)	21,358
Amount due to directors	-	332,000	332,000

17. Authorisation of financial statements for issue

These financial statements were authorised for issue in accordance with a resolution of the directors on 10 September 2026.



PRESBYTERIAN PRESCHOOL SERVICES LTD.

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