YMCA of Singapore

Mission Statement
YMCA of Singapore is a Christian organisation, affiliated worldwide, which seeks to serve and enrich all members of the community, regardless of race, language or religion, through wholesome programmes to develop Body, Mind and Spirit, which are based on Christian principles.

Paris Basis
Foundation statement of the YMCA movement
The Young Men’s Christian Associations seek to unite those young men who, regarding Jesus Christ as their God and Saviour, according to the Holy Scriptures, desire to be His disciples in their faith and in their life, and to associate their efforts for the extension of His Kingdom amongst young men.

Challenge 21
Adopted by World Alliance of YMCAs in 1998
Affirming the Paris Basis adopted in 1855 as the ongoing foundation statement of the mission of the YMCA, at the threshold of the third millennium we declare that the YMCA is a world-wide Christian, ecumenical, voluntary movement for women and men with special emphasis on and the genuine involvement of young people and that it seeks to share the Christian ideal of building a human community of justice with love, peace and reconciliation for the fullness of life for all creation.

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Committees

We would like to express our deepest appreciation to all the following Chairmen, Vice-Chairmen, Committee members and Secretariats for their efforts and contributions.

Audit Committee
Mr Peter Tay Yew Beng
Mr Tan Eng Tiong
Mr David Wong Cheong Fook
Ms Samantha Sue Min
Ms Jacqueline Han
Ms Alyson Yang

Nominations Committee
Mr Eric Tong Chew Choon
Mr Ed Ng Ee Peng
Mr Chew Kai Kiat
Mr Lee Liat Cheng
Dr Robert Loo Kian Kiat
Mr Tay PuanSoon
Mr Albert L H Ching

Christian Development
Ms Dennis Lee Poh Wah
Mr Teo Ze-Ming
Mr Edward Ong Keng Wan
Mr David Leong
Mr Lawrence Ko
Ms Magdalene Sri Swiee Han
Dr Tan Kee Hon
Rev Melvin Yong
Rev Peter Poon
Ms Sarangh

YMCA Education Committee
Mr Kenneth Tan Hien Sen
Mr Tay Puan Soon
Mr Andrew Chew
Dr Christine Chen
Ms Packiam Williams
Ms Tan Eng Beng
Ms Tan Xian Jin
Mr Gerald Lim

Programmes & Community Services
Mr Chew Kee San
Mr Lee Tiong Yew
Mr Bryan Tan Sue An
Mr Chay Peng Sum
Mr Derek Kukk
Mr Dhin Teeshevan
Mr Karen Tan
Mr Marlow Chen
Mr Packiam Williams
Ms Tan Eng Beng
Ms Tan Xian Jin
Mr Gerald Lim

YMCA Project Bridge Committee
Mr Eric Tong Chew Choon
Mr Dhin Teeshevan
Ms Dennis Lee Poh Wah
Mr Edward Ong Keng Wan
Ms Packiam Williams
Ms Peaong Wong
Mr Teo Ze-Ming
Ms Shirley Law

Fund Raising / YMCA - Lim Kim San Volunteers Programme Fund Committee
Mr Eric Tong Chew Choon
All Board Members
Ms Belinda Choo

YMCA Financial Assistance & Capability Employment Scheme Committee
Mr Steven Chen Goon Seng
Mr Brian Tan Sun Tiu
Mr Chew Kai Kiat
Dr Chong Kian Tze
Mr Karen Tan Chee Yen
Ms Loo Tze Lui
Mr Quah Cheong Hong
Mr Tan Shin Hui
Mr Tan Siew Wee
Ms April Chin
Ms Gimmy Tay

YMCA Autism Code Task Force Committee
Mr Brian Tan Sun Tiu
Mr Tan Chee Chong

Cit-YMCA Youth For Causes Selection & Awards Committee 2011
Mr Stephen Chia Don Seet
Ms Leslie Wong Kin Wah
Ms Caroline Loke
Dr Benjamin Lock
Mr Laurence Lian
Mr Owen Hawkes
Ms Nancy Frothman
Ms Betty Zink
Mr Adam Rahman
Mr Richard Yeo
Mr Han Khew Juan
Ms Jacqueline Tan
Ms Adeline Ong Fang

Cit-YMCA Youth For Causes Selection & Awards Panel 2011
Ms Adeline Ong Fang
Ms Alice Loong
Ms Bernice Ang
Ms Betty Zink
Ms Bhaskar Nair, Mira
Ms Carin Lee
Ms Carine Ng
Dr Chan Si Min
Mr Cheong Hoo Loon
Mr Christopher Lock
Mr David Luo Soo Theng
Mr David Tan
Mr Deepal Joseph
Ms Eunice Tan
Ms Nonnita Hargreave
Ms Hoo Chee Hon
Ms Irene Xu
Ms Jacqualyn Tan
Mr James Thom
Mr Jerome Hewett
Ms Joya Puha
Ms Joanna Tong
Mr Jorge Ossorio
Ms Karen Lim
Mr Lee Lung Nien
Ms Lee Yan-Hong
Mr Nicholas Ho
Mr Timothy Teo

5th YMCA Mandarin Speaking Awards Committee
Mr Kenneth Tan Chih Hisen
Mr Ernest Chen Hsiang Hwa
Ms Lim Gin Lok
Mr Lin Pi Tzu Hui
Mr Peng Zhi Hong
Mr Tan Teck Woon
Mr Wong Seow Huay
Ms Jennifer Yin
Ms Belinda Choo
Ms Jean Chai

25th YMCA English Speaking Awards Committee
Mr Teo Ee Poh
Mr Bryan Tan Sun Tiu
Mr Alberto Yau
Ms Claire Yee
Mr Ernest Chen Hsiang Hwa
Ms Lim Gin Lok
Ms Jennifer Yin
Mdm Joyalatha
Mr John Yeo
Mr Martin Cheng
Mr Simon Charles Reynolds
Ms Belinda Choo
Ms Jean Chai

Cit-YMCA Youth For Causes Selection & Awards Committee 2011
Mr Leslie Wong Kin Wah
Mr Adam Rahman
Mr Lee Lian Hien
Dr Tan Kee Hon
Ms Jacqueline Tan
Ms Shirley Law

National Council of YMCA's of Singapore
Mr Stephen Chia Don Seet
Ms Leslie Wong Kin Wah
Mr Alfie Habib
Mr Ooi Ban Hui
Mr Shrikant Bhat
Mr Sandherson
Mr Steven Chia
Mr Tan Ee Chian
Mr Tong Chong
Mr Tony Kong Heng
Mr Uma Mohondo
Ms Vanessa Bhat
Mr Leslie Yeo

YUni - YMCA of Singapore University Exco
Mr Jack Tan Jie Ze
Ms Tran Anh Phuong
Mr Do Huynh Long
Mr Benjamin Poh Jeng Jie
Ms Lu Yidan
Ms Bu Ngoc Linh Chii
Mr Calvin Wanthama
Ms Chai Nan Shy
Ms Chen Li Wen
Mr Do Quoc Phung Tri
Mr Doan Truong Song
Mr Gui Ge Rou
Mr Guo Xiantian
Mr Joyce Loke
Mr Lye Ei
Mr Nicholas Quah
Mr Pham Quang Duc

YMCA Toastmasters' Club
Mr Rudy Tandy, CC
Mr Harold Kuo, ACB
Mr Mohammed Barak
Mr Keloth Prem, ATMB, CL
Mr Adrian Cheung
Mr Ho Ming Yang
Ms Charlotte Li
Ms Adeline Ong Fang
Ms Nathan Fong
Mr Edmund Chew, DTM

International Y's Men's Club of Singapore (Alpha Chapter)
Mr Leong Liat Cheng
Ms Jin Li Mei Hsia
Ms Pauline Chen
Mr Edward Ong Keng Wan
Mr Glenn Tan
Mr Peter Tay Yew Beng
Mr Peter Sim Hau Kang
Ms Adeline Ong Fang
Mr Arthur Lee
Ms Sylvia Foo
Ms Jacqueline Tan
Ms Shirley Law
Ms Betty Zink
Mr Adam Rahman
Mr Martin Cheng
Mr Simon Charles Reynolds
Ms Belinda Choo
Ms Jean Chai

YMCA Annual Report 2011
President’s Message

Dear Members and Friends,

The year 2011 saw changes, improvements and milestones for YMCA of Singapore. New partnerships were formed and more community service programmes were rolled out while ongoing ones received warm support from the community.

YMCA of Singapore stands for different things to our different stakeholders.

However, every programme is run in concert to fulfill the YMCA mission of enriching all members of the community through wholesome programmes based on Christian principles.

A Channel of Blessing

As a Christian organisation, God is at the very centre of our work in reaching out to the less privileged locally and overseas. In everything that we do, we strive to be a Channel of Blessing to spread the wonderful love of God in action to everyone in our programmes and activities. In serving the local community, we mobilised more than 5,400 volunteers to reach out to over 2,800 beneficiaries from 35 partnering voluntary welfare organisations (VWOs) through 18 structured and sustained YMCA-Tan Chin Tuan Community Service Programmes.

The volunteers committed over 71,000 hours of service through more than 420 activities over the year. Through YMCA Project Bridge, we reached out to over 500 out-of-school youths and youths-at-risk in collaboration with 36 schools. More than 90 families received over $60,000 in emergency financial assistance through YMCA FACES.

Being an affiliate of the international YMCA movement, YMCA of Singapore also partners our twinning YMCAs and overseas YMCA counterparts to serve the less privileged in the region. More than 1,100 volunteers committed over 73,000 hours of service in 50 trips to Cambodia, China, Laos, Sri Lanka, Thailand and Vietnam through YMCA International Service Programmes and YMCA Rebuilding Communities Programmes, touching the lives of some 4,800 beneficiaries.

A Champion for Volunteerism

Being a voluntary welfare organisation, our programmes are largely volunteer driven and YMCA of Singapore aims to be a Champion for Volunteerism. Through the YMCA-Lim Kim San Volunteers Programme, we continued to provide structured training programmes, such as the annual YMCA-NUS Business School Volunteer Service Management Programme for our volunteers to acquire skills in leadership, marketing, events management and more. We also continued to facilitate corporations to give back to society through various corporate volunteerism platforms including the annual YMCA Proms @ the Park.

Builders of Youths

As a youth organisation, YMCA of Singapore strives to befriend and harness the exuberance of youths to groom them into future servant leaders to positively impact our society. We engage the youths through local and international community service programmes, leadership programmes, and social entrepreneurship programmes.

Through the 2011 Citi-YMCA Youth For Causes programme, 400 youths in 100 teams raised over $712,000 for 46 VWOs, mobilised 14,000 other young volunteers and reached out to 150,000 members of the public.

YMCA youth service clubs, namely University YMCA (Uni-Y) in Singapore Management University, National University of Singapore and Nanyang Technological University and High School YMCA (Hi-Y) continued to serve the community with passion through YMCA community service programmes as well as their own initiatives. The 355 members of these 4 clubs committed over 11,600 hours of volunteer service over the year.

The YMCA Speaking Awards in 2011 saw 330 students from various schools pit their oratorical skills and the introduction of community service to the competition with all PESA secondary and tertiary finalists serving as volunteer befrienders.
A Hub for Wholesome Programmes

The YMCA membership grew overall by more than 50% from 4,044 in 2010 to 6,218 members as at end December 2011. There were significant increases in Ordinary membership (1,458 in 2011 vs 658 in 2010) and Associate membership (3,129 in 2011 vs 1,756 in 2010).

Synonymous with wholesome programmes, YMCA of Singapore continued to enrich the lives of our members by developing body, mind and spirit. Activities and programmes from fitness and dance to outdoor and adventure were organised for members.

We also continued to connect our members together with a Christ-centred focus through YMCA Public Lectures aimed at helping adults apply Christian principles in their daily lives and the monthly Y Knot Christian Youth Outreach programme.

An Advocate for Lifelong Learning

In 2011, YMCA Education Services* saw an enrolment of more than 1,300 students from pre-school to post-graduate level. We are most pleased to share that the YMCA Education Centre successfully renewed its EduTrust certification and attained the 4-year award from 16 December 2011 to 15 December 2015 awarded by the Council for Private Education.

A Home Away From Home

Our hostel programme continued to provide the international YMCA community with clean, safe and affordable accommodation in Singapore. The YMCA International House* undertook the final phase of room upgrading and employed the latest in green LED technology for internal lighting. The lobby, Y Café and function rooms were all given a fresh modern make-over.

Word of Thanks

On behalf of the YMCA of Singapore, I would like to accord a special word of thanks to Mr S R Nathan, former President of the Republic of Singapore and Patron-in-Chief of the YMCA of Singapore (2006 – 2011) for his support and encouragement over the years. To continue his association with the YMCA of Singapore, Mr Nathan accepted our invitation to be an Honorary Life Member, accorded in recognition to individuals who have made significant contributions to our organisation. We are deeply touched by Mr Nathan’s personal interest in our programmes despite his tremendous responsibilities. We wish Mr Nathan God’s richest blessings and a blessed retirement.

We are also elated that President Dr Tony Tan Keng Yam, the 7th President of the Republic of Singapore, accepted the YMCA of Singapore’s invitation to assume the appointment of Patron-in-Chief of our Association on 27 October 2011. We thank His Excellency for his strong endorsement of YMCA of Singapore and our work in serving the community.

Let us continue to be thankful to God’s grace and blessings over the YMCA of Singapore as we work together towards another fruitful year ahead.

In-His-Service

STEPHEN LOH
President

*As social enterprises of the YMCA of Singapore, surpluses generated by the YMCA Education Services and YMCA International House are channelled towards the YMCA community service programmes.
YMCA Board of Directors

Patron-in-Chief
His Excellency
Dr Tony Tan Keng Yam
President of the Republic of Singapore

Office Bearers
Mr Stephen Loh Sur Yong
President
Mr Ed Ng Ee Peng
Vice President
Mr Chew Kwee San
Treasurer
Mr Albert L H Ching
General Secretary

Executive Committee
Mr Stephen Loh Sur Yong
President
Mr Ed Ng Ee Peng
Vice President
Mr Chew Kwee San
Treasurer
Mr Albert L H Ching
General Secretary
Mr Eric Teng Heng Chew
Immediate Past President
Mr Steven Chia Oon Seet
Mr Peter Sim Swee Yam
Mr Leslie Wong Kin Wah

Board Trustees
Dr Robert Loh Choo Kiat
Mr Lee Liat Cheng
Mr Cecil V R Wong
Mr Sim Miah Kian

Honorary Life Members
Mr Lee Kuan Yew
Mr Harold Shaw
Mr Shaw Vee Meng
Mr Sim Miah Kian
Dr Robert Loh Choo Kiat
Mr Cecil V R Wong
Mr S R Nathan

Honorary Chaplain
Rev Melvin Huang
(Senior Pastor, Wesley Methodist Church)

Honorary Legal Counsels
Mr Peter Sim Swee Yam
Mr Bryan Tan Suan Tiu
Mr Laurence John Wee
YMCA Advisory Council

Chairman
Mr S Dhanabalan
Chairman, Temasek Holdings (Pte) Ltd

Council Member
Justice Andrew Ang
PPA, PUG
Judge, Supreme Court of Singapore

Council Member
Mr Khoo Boon Hui
PPA, PUS, PUG
President, INTERPOL
Senior Deputy Secretary, Ministry of Home Affairs

Council Member
Mr Jonathan Larsen
Head of Consumer Banking & Global Cards, DBS Asia Pacific

Council Member
Mr Lee Liat Cheng
BBM, PBM
Business Consultant, President, 21st Century Men’s Club of Singapore (Alpha Chapter)
Former YMCA President and Director

Council Member
Mr Tan Gee Paw
PPA, PJG
Chairman, Public Utilities Board

Council Member
Mrs Mildred Tan
PBM
Managing Director, Ernst & Young Advisory Pte Ltd

Council Member
Mr Tay Puan Siong
Justice of Peace
Company Director
Former YMCA Director

YMCA Management Team

1. Mr Albert L H Ching
   General Secretary
2. Ms Lynette Yeo
   Assistant General Secretary
3. Ms Samantha Seah
   Social Enterprise
4. Mr Gerald Lim
   General Manager
5. Mr Edward Lee
   Corporate Services

6. Mr Vincent Chan
   Heads of Department
   Manager, Administration
   Education Services
7. Ms Seraphine Ann Chia
   Vice Principal, YMCA School
8. Ms Belinda Choo
   Manager, Corporate Affairs
9. Ms Elsie Kwok
   Manager, Project Bridge
10. Ms Shirley Law
   Senior Manager, Rooms & Marketing, International House
11. Mr Andrew Leo
   Manager, Youth Development
12. Mr Jimmy Ong
   Assistant Manager
13. Ms Claris Oon
   Assistant Manager, Community Service
14. Ms Helen Tan
   Principal, YMCA School
15. Ms Mariani Tjhin
   Manager, Lifestyle Programmes
16. Ms Jacqueline Tan
   Manager, Lifestyle Programmes
17. Ms Mariani Tjhin
   Assistant Manager, Finance
18. Mr Philip Yeo
   Manager, Building Services & Housekeeping, International House
A Channel of Blessing

“This is my commandment, that you love one another as I have loved you.”
John 15:12

God is the centre of the YMCA of Singapore’s work in reaching out to the less privileged. In every aspect of our work in serving the community, we strive to be A Channel of Blessing to spread the wonderful love of God for all mankind through deeds of touching lives and lifting spirits in our various programmes and activities.

“Our companionship may have helped them to forget the loneliness they might have felt before.”
Brandon Tan, Singapore Polytechnic
YMCA International Service Programme to Cambodia

“Thanks to the timely financial aid from YMCA FACES that helped us to tide through the difficult times.”
YMCA FACES beneficiary

“Not only was I doing my part for society, I also brought joy to the residents from Bishan Home for the Intellectually Disabled.”
Ms Wendy Lim, Executive, Bridgestone Tyre Sales Singapore
Corporate participant in YMCA Proms @ the Park
Annually, YMCA mobilises thousands of volunteers to bring cheer to beneficiaries of partnering voluntary welfare organisations through structured and sustained YMCA-Tan Chin Tuan Community Service programmes. Caseworkers and qualified counsellors at YMCA Project Bridge spend many hours in counselling and intervention sessions to bring hundreds of wayward youths back onto the right path. Through the YMCA Financial Assistance and Capability for Employment Scheme (FACES), YMCA provides short-term supplementary financial aid to needy families, addresses the growing need for employment of people with special needs and provides meaningful work training opportunities for the out-of-school youths and youths-at-risk.

Impact and outreach in 2011:

18 structured and sustained YMCA-Tan Chin Tuan Community Service Programmes

Served 2,886 local beneficiaries from 35 partnering voluntary welfare organisations

Mobilised 5,451 volunteers who committed over 71,544 volunteering hours, contributing $1.4 million* worth of their time across 424 activities over the course of the year

*based on the average $20 per hour wage of a service sector employee – Source: NVPC, Dec 2010
YMCA-Tan Chin Tuan Community Service Programmes

YMCA-Tan Chin Tuan Community Service Programmes aim to bring cheer to the intellectually, mentally and physically challenged, abused and underprivileged children, the hearing impaired, the visually impaired, the elderly and the poor through structured and sustained programmes and activities.

Highlights for 2011

• Partnered 3M Singapore to co-organise the first ever YMCA-3M Camp Eureka for Kids
• Kickstarted an all new Y Makan Fellowship programme to host less privileged elderly folks for lunch treats
• Introduced Autistic children and youths to Y Camp Challenge for the first time
• Initiated Partners’ Luncheon sessions to appreciate and keep-in-touch with partnering VWOs

List of Partnering VWOs for 2011

1. Association for Persons with Special Needs – Centre for Adults
2. Association For Persons With Special Needs – Delta Senior School
3. AWWA School
4. AWWA Seniors Activity Centre
5. Bishan Home for the Intellectually Disabled
6. Blue Cross Thong Kheng Home
7. Care Corner Senior Activity Centre (Toa Payoh)
8. Care Corner Teck Ghee Youth Centre
9. Children-At-Risk Empowerment Association (CARE Singapore)
10. Chen Su Lan Methodist Children’s Home
11. Christalite Methodist Home
12. Christian Outreach to the Handicapped
13. Grace Orchard School
14. Handicaps Welfare Association
15. Ju Eng Home for Senior Citizens
16. Kits4Kids
17. Lions Befrienders Service Association (Singapore)
18. MacPherson Moral & Family Service Centre
19. Metta Day Activity Centre for the Intellectually Disabled
20. Metta School
21. MINDS Clementi Training and Development Centre
22. SIA-MINDS Employment Development Centre
23. MINDSville@Napiri
24. Moral Seniors Activity Centre (MacPherson)
25. National Kidney Foundation Dialysis Centre (Simei)
26. Pertapis Bukit Batok Boy’s Hostel
27. Probation Service Branches (PSB), Rehabilitation, Protection and Residential Services Division (RPRSD), Ministry of Community Development, Youth and Sports
28. Queenstown Multi-Service Centre
29. Singapore Association for Mental Health (Youth Reach Centre)
30. Singapore Christian Home for the Aged
31. The Spastic Children’s Association of Singapore
32. The TENT
33. Thye Hua Kwan Moral Society
34. Y D Generation
35. Y STARS (YMCA Special Talents Arts & Recreation Society)
YMCA Project Bridge reaches out to youths-at-risk and out-of-school youths aged 13 to 19 through meaningful programmes, with the aim to integrate them back into the society. To enrich their lives and help them improve on their social skills, youths at YMCA Project Bridge are given opportunities to serve in YMCA community service programmes locally and overseas, attend adventure and sports camps and participate in enrichment programmes with the involvement of volunteers.

YMCA Project Bridge runs an Enhanced Step Up Programme that targets students who are at-risk of dropping out of school or already dropped out of school and students with high truancy rate. The programme aims to guide these students back on the normal academic pathway through individual, family and group counselling or even acquire job skills and assistance in seeking employment should they not want to return to school. In addition, YMCA Project Bridge also runs a Time Out Programme that targets students with disciplinary, behavioural and academic issues in school. The Time Out Programme provides these students with a time-out from their normal academic environment and routine with the aim of engaging them through experiential learning, personal reflection and interaction with counsellors to prepare them to condition them into getting back on track with their learning again.

**Impact and outreach in 2011:**
- Served 518 youths and worked with 36 schools in Singapore
- Over 1,200 hours in counselling and intervention sessions conducted by YMCA Project Bridge case workers

**New initiative in 2011:**
**Vocational and Soft Skills Programme**

Launched in July 2011, YMCA worked with 10 schools and VWOs to offer this new programme to equip out-of-school youths and youths-at-risk aged between 15 to 21 years with vocational skills such as Baking, Hairdressing, Hospitality and Makeup. Conducted over a 6-month period, 32 youths received vocational training from corporate partners including Kimage School of Hairdressing, Baking Industry Training Centre and The School of Makeup while YMCA Project Bridge youth counsellors and social workers continue to befriended them and provide emotional guidance and support along the way.

In all, 18 youths successfully completed their training and received their certificates of achievement at a graduation ceremony in November 2011.

*Names have been changed to protect their identities*
YMCA FACES

YMCA FACES (Financial Assistance and Capability for Employment Scheme) extends short-term emergency financial aid to needy families and individuals, builds capacity for the growing need for employment of special-needs individuals and provides meaningful work training opportunities for youths-at-risk.

Highlights for 2011

- Facilitated 80 YMCA FACES beneficiaries to participate in the YMCA Proms @ the Park mega picnic and concert in June
- Organised a networking lunch for the 10 partnering VWOs in July
- Mobilised a team of YMCA staff to do a Home Makeover for one family who was receiving aid through YMCA FACES

Impact and outreach since 2008

- Disbursed $171,000 to aid 265 needy families through the Y Financial Assistance Scheme
- Partnered with 10 VWOs to reach out to needy families
- Invested over $20,400 to train 15 youths for the Y Employment and Y Apprenticeship Schemes
- 10 youths graduated from the Y Employment and Y Apprenticeship Schemes
- 6 youths who graduated have since found employment

Partnering VWOs of YMCA FACES

1. Ang Mo Kio Family Service Centre
2. Bethesda Care & Counselling Services Centre
3. Care Community Services Society
4. Fei Yue Family Service Centre
5. Grace Orchard School
6. Lakeside Family Service Centre
7. New Hope Community Services
8. Promoting Alternatives to Violence
9. Whispering Hearts Family Service Centre
10. Yong-en Care Centre

“My husband has Ischamic Heart Disease, Gout and fatty liver and my mother-in-law had a stroke. I am so grateful to YMCA FACES for helping us during our difficult times. The financial aid enabled me to pay for some of my family’s medical expenses.” – YMCA FACES beneficiary

“I have recovered from my leg injury and returned to my job at a logistics company. I have taken up a diploma course which I am paying through a bank loan. Financially I can cope for now. I thank YMCA FACES for providing me with 2 months of financial aid during the period where I was not able to work.” – YMCA FACES beneficiary
Sharing God’s love in foreign lands

YMCA International Service Programmes & YMCA Rebuilding Communities Programmes

YMCA of Singapore partners with our twinning YMCAs and overseas YMCA counterparts to reach out to the less privileged in the region. In the process, we strive to inculcate a sense of responsibility and compassion for the community in need and to provide experiential and service learning opportunities to the volunteers through service to others.

Impact and outreach in 2011:

Over 19% increase in volunteer participation vs 2010. 1,136 YMCA volunteers committed 73,494 hours of service in 50 trips to 6 countries, contributing over $1.4 million* worth of their time in touching the lives of 4,830 people.

*based on the average $20 per hour wage of a service sector employee – Source: NVPC, Dec 2010

Highlights for 2011:

Cambodia

- Over 100 students from Phnom Penh and Siem Reap completed the structured YMCA English Language Programme, conducted over 2 years by volunteers from YMCA of Singapore.
- The students received their certificates at graduation ceremonies on 18 and 19 March 2011, witnessed respectively by Mr Pich Sokhalay, District Governor of Pouk and His Excellency, Mr S. Premjith, Singapore’s Ambassador to Cambodia.
- More than 1,100 villagers in Siem Reap benefitted from the completion of ‘Unity Road’, a new 1.1km concrete road that took over 500 volunteers, US$45,000 and 2 years to build. The opening ceremony on 18 March 2011 was witnessed by Mr Pich Sokhalay, District Governor of Pouk.
- Between June to November 2011, 118 volunteers in 5 teams toiled under extreme weather conditions to construct a dam at Proyouth Village in Sieam Reap. Measuring 15 meters long and 2 meters high, the new dam would help to prevent flooding during rainy seasons and serve as a bridge between the village and a nearby high school. The project cost US$15,000 and was raised by the participating volunteers. The villagers also contributed US$300 towards the project.
- YMCA volunteers also generously contributed their time and money for various infrastructural improvements in Battambang and Kampong Cham, including the building of houses, water tanks, sheltered walkways and even a new primary school building in the villages that we serve.
- A pledge of $1 million was made to set up the YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund, to fund tertiary education for overseas needy students. The YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund will start disbursement in 2012 to beneficiaries in Cambodia.
China

• A new YMCA Learning Centre in Dujiangyan City, north-west of Chengdu with dormitories, classrooms and a computer lab was officially opened on 29 March 2011. This is a part of the continuing efforts to help rebuild the lives of the local community devastated by the Great Sichuan Earthquake in 2008. Sustainable programmes for all age groups including basic computer skills, conversational English lessons and enrichment programmes are held at the centre. This project is a result of a collaboration between YMCA of Singapore and YMCA Shanghai since 2008 with support from the Singapore Red Cross Society and Caritas Humanitarian Aid & Relief Initiatives.

• In Shanghai, 2 teams of YMCA volunteers continued to serve a community of migrant children living in the suburbs of the city for the sixth year running.

Laos

• Over 120 YMCA volunteers in 6 teams visited Kao Leow Secondary School in the outskirts of Vientiane City between May to December 2011. This was the first time that YMCA of Singapore organised our structured YMCA International Programmes in this country. The volunteers taught English to the children and took part in upgrading works to refurbish the classrooms and facilities.

Sri Lanka

• In April 2011, YMCA of Singapore mobilised a team of doctors, nurses, social workers and YMCA volunteers for a medical mission to Batticaloa to serve over 600 villagers in 3 villages. The team provided medical treatment, conducted health education and distributed personal hygiene items such as toothbrushes and soap to the villagers.

• In September 2011, YMCA of Singapore facilitated a team of Optometry students and lecturers from Singapore Polytechnic to visit 2 remote villages and 4 schools in Batticaloa to conduct eye screening, prescribe spectacles and educate the villagers on basic eye care.

• Organised jointly with Batticaloa YMCA, YMCA of Singapore continued to support bi-annual medical missions to Sri Lanka to provide basic health care and health education for villagers who have been displaced by the 2004 Indian Ocean tsunami and Sri Lankan civil war.

• YMCA also funds a local medical team comprising a doctor, nurse, medicine dispenser and driver to visit villagers twice a week. This on-going programme serves the medical needs of 8 villages.

Thailand

• Led by Uni-Y @ SMU, a team of 22 students spent 2 weeks in a village community in Chiangmai to renovate and equip a much needed library at Chum Chon Ban Mae-Sab School. This project is into its fourth year of collaboration with the YMCA of Chiangmai.

Vietnam

• 8 teams of YMCA volunteers continued to conduct English lessons and improve the facilities of the schools in the Ben Tre Province. English speaking competitions were also held to motivate the students to pursue excellence in the subject. YMCA of Singapore aims to assist these schools that we serve to achieve Vietnam's National Standard of education.
A Champion for Volunteerism to impact the community

“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.” 1 Peter 4:10

Volunteers are the heart and soul of all community initiatives. Their drive and passion facilitate sustainable community service programmes for the greater benefit of the beneficiaries they serve.

YMCA of Singapore strives to be a Champion for Volunteerism, to develop our volunteer corps and to leverage on their talents and strengths to mobilise resources for the social service sector.

“Thank you YMCA for the arrangements and the opportunity to participate in YMCA Proms @ the Park! Bridgestone looks forward to partnering you for future events.”

Luo Guo Sheng, YMCA volunteer

“I have volunteered 12 times for Y Camp Challenge. The smiles of our special friends make me come back each time!”

Mr Shin Mukaikubo, Managing Director, Bridgestone Tyre Sales Singapore

“I am deeply impressed with the efforts put in by the YMCA youths and Queenstown volunteers.”

Mr Yam Ah Mee, Chief Executive Director, People’s Association
YMCA-Lim Kim San Volunteers Programme

Through recruitment, development and acknowledgement of volunteers, the YMCA-Lim Kim San Volunteers Programme enables YMCA of Singapore to build up a large and sustainable community of volunteers in the service of others. With this strong volunteer resource, YMCA of Singapore can partner more VWOs and serve more beneficiaries.

Equipping our volunteers

YMCA-NUS Business School Volunteer Service Management Programme

• 20 volunteers and staff from 14 VWOs participated in 2011
• 27 youth volunteers from Citi-YMCA Youth for Causes participated in 2011

Into its fifth year, this joint collaboration between YMCA and NUS Business School has equipped participants from Citi-YMCA Youth for Causes and various VWOs with the skills to better serve the community. NUS Business School Alumni continues to actively support the programme by rallying its alumni members to be volunteer-facilitators.

YMCA Volunteer Leaders’ Training Camp

Into its second year, this 2-day camp focuses on grooming YMCA core volunteers and leaders. It uses team building exercises to foster a greater sense of camaraderie and learning workshops to empower them with the communication, facilitation and volunteer management capabilities to effectively lead their teams. A total of 32 participants took part in two camps in April and July 2011.

YMCA Leadership and Management Programme

Uni-Y (University YMCA) leaders from various secondary and tertiary institutions came together for a weekend of fun and learning. The 18 participants underwent workshops on marketing, events management, leadership, safety management, finance and budgeting in September 2011.

iLEAP Professional Course for Non-Profit Leaders

YMCA of Singapore is a community partner for the Lien Centre for Social Innovation’s iLEAP Professional Course for Non-Profit Leaders. iLEAP aims to promote and support the professional development of non-profit leaders and senior executives. Tapping on its unique translational and experiential approach, it is designed for participants from various sectors including the social and health services, community development, charities, education, the arts and environment. YMCA has been a community partner for the fundraising module since 2010.

In addition to the above structured volunteer training programmes, YMCA of Singapore also conducts training for volunteers of specific community service programmes.
Appreciating Our Volunteers

On 26 August 2011, YMCA of Singapore recognised 16 volunteers for their outstanding voluntary efforts across various YMCA programmes. Among the various awards given were the Volunteer Leader of the Year, Core Volunteer of the Year, Sustained Volunteerism and Special Recognition awards.

On 26 November 2011, YMCA of Singapore partnered the National Volunteer & Philanthropy Centre to organise a slew of activities, including a ‘Rock with Me’ concert, in celebration of International Volunteer Day that aimed to increase community awareness of social needs in Singapore, raise the profile of charities championing these causes and recruit and affirm volunteers. Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports was the Guest-of-Honour at the event.
Facilitating Corporations To Give Back To Society

YMCA of Singapore aims to enhance the capabilities of the social service sector and mobilise resources through corporate volunteerism. Platforms are provided for corporations to engage in corporate social responsibility, in the hope that sustainable community partnerships can be formed with the VWOs that they serve. In 2011, YMCA of Singapore rallied 20 organisations and groups to touch the lives of the less privileged through local and overseas YMCA community service programmes.

Highlights of corporate engagement in 2011:

Science camp with 3M Singapore
YMCA of Singapore and 3M Singapore came together to organise a YMCA-3M Camp Eureka for Kids 2011 at YMCA on 30 November 2011. Some 80 children aged 10 to 12 years participated in the full-day science camp. Mr Seah Kian Peng, Deputy Speaker of Parliament, MP for Marine Parade GRC and Chairman for the Government Parliamentary Committee for Community Development, Youth and Sports was the Guest-of-Honour for the event. Coming from low income families, many of the children have never had the opportunity to participate in holiday enrichment classes before this camp, which was facilitated by 3M Innovation Ambassadors who introduced the children to science and innovation through a series of fun and exciting activities and games.

YMCA Makan Fellowship with Credit Suisse (Singapore)
Credit Suisse (Singapore) corporate volunteers and YMCA volunteers hosted 40 elderly for Y Makan Fellowship at YMCA of Singapore. In addition to a scrumptious lunch treat provided by Y Café, interactive games, songs and dances were organised for the elderly to enjoy a time of fellowship with their peers and to bond with the volunteers. Credit Suisse (Singapore) has also supported the monthly Y Reading Club programmes since 2008.

Citi Global Community Day in Singapore
Citi Singapore, a long-standing community partner of the YMCA of Singapore, teamed up with YMCA again this year to facilitate over 280 local Citi staff in bringing cheer to the less privileged through various YMCA community service programmes for a whole week in October 2011. Citi staff participated in a series of outings, gardening activities, sporting activities and more in the lead up to the Citi Global Community Day, an annual event where Citi employees from around the world would come together to volunteer their time and talents to reach out to communities in need. Citi Singapore is also co-organiser of the annual Citi-YMCA Youth For Causes programme since 2003.

YMCA Proms @ the Park
YMCA Proms @ the Park is an annual corporate volunteerism platform organised by YMCA of Singapore. Organised in the form of a mega picnic and concert, the programme facilitates corporations to embrace corporate social responsibility and engage their staff in volunteering to serve the less privileged in a meaningful way. Held on 25 June this year, nine corporations and non-profit organisations mobilised their staff to befriend the less privileged from 17 voluntary welfare organisations for a day at the Botanic Gardens. In all, over 1,000 volunteers and beneficiaries were present at the event, which was graced by Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports and Minister of State of for Information, Communication and the Arts. YMCA of Singapore has been organising YMCA Proms @ the Park since 2007.
Builders of Youths
to nurture leaders of tomorrow

“For we are God’s workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.” Ephesians 2:10

Youths exist in a phase of life where dreams are built, hope is kindled, and a bright future is foreseen. It is a period where they emerge from their childhood and seek transformation into independent, energetic and confident individuals. YMCA of Singapore strives to befriend them, harness their youthful exuberance and groom them into future servant leaders who can make a positive impact in our society. YMCA of Singapore engages youths through local and international community service programmes, leadership development programmes, social entrepreneurship programmes and more.

“Through Citi-YMCA Youth For Causes, I learnt to give without expecting, and about how a good deed could go a long way, regardless of the magnitude.”
Saw Xin Yi Charmaine, Member of Team Project POP, Citi-YMCA Youth For Causes 2011
Citi-YMCA Youth For Causes
Promoting social entrepreneurship among youths in Singapore

Citi-YMCA Youth For Causes is a youth development programme that nurtures youths to support social causes through social entrepreneurship projects. Jointly organised by Citi Singapore and YMCA of Singapore since 2002/2003, the programme is sponsored by Citi Foundation.

Citi-YMCA Youth For Causes Impact and outreach in 2011

<table>
<thead>
<tr>
<th>Proposals received</th>
<th>133</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teams selected</td>
<td>100</td>
</tr>
<tr>
<td>Total seed funding</td>
<td>160,000</td>
</tr>
<tr>
<td>Total funds raised</td>
<td>$712,435.11</td>
</tr>
<tr>
<td>Estimated public outreach</td>
<td>150,000</td>
</tr>
<tr>
<td>Volunteers mobilised</td>
<td>14,000</td>
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<tr>
<td>VWOs supported</td>
<td>46</td>
</tr>
<tr>
<td>Mentorship base</td>
<td>106</td>
</tr>
<tr>
<td>Volunteer hours committed</td>
<td>172,664</td>
</tr>
<tr>
<td>Value of service delivered</td>
<td>$3.4million*</td>
</tr>
</tbody>
</table>

*based on the average $20 per hour wage of a service sector employee – Source: NVPC, Dec 2010

Citi-YMCA Youth For Causes 2011 was launched by Mr Lui Tuck Yew, Minister for Transport & Second Minister of Foreign Affairs on 19 May 2011. This year, the 400 youth participants in 100 teams raised over $712,000 and created awareness for 46 adopted VWOs.

An Awards Celebration was held on 24 November 2011 to celebrate the achievements of the young social entrepreneurs. Officiated by Mr Chan Chun Sing, Acting Minister for Community Development, Youth and Sports and Minister of State, Ministry of Information, Communications and the Arts, 13 awards were given out to recognise the top teams.

“9 years since the launch of the Citi-YMCA Youth For Causes, the programme has grown from strength to strength with increased participation, more money raised for beneficiaries and greater national recognition. At Citi, we strive to give back to the community that we live and work and also encourage our employees to play their part. Together with YMCA, I hope that we will continue to make a positive impact on our community and bring this programme to greater heights!”

– Mr Michael Zink, Country Head & Citi Country Officer, Singapore
Highlights for 2011

- 2 Hi-Y members represented YMCA of Singapore for the National Youth Council’s National Youth Forum 2011
- 2 Uni-Y members represented YMCA of Singapore in the organising committee of SHINE Festival 2012
- 6 youths from Uni-Y participated in the Youth Assembly (YA) and General Assembly (GA) of the Asia Pacific Alliance of YMCAs (APAY) conference in September 2011. The youths were involved in decision-making and facilitation roles in various activities throughout the conference.
- 2 youths from Uni-Y @ NUS represented YMCA of Singapore for a month-long Internship Exchange Programme with the Chinese YMCA of Hong Kong. One of them has been appointed Vice-President of Uni-Y @ NUS for the term 2011-2012

YMCA-NYAA Joint Accreditation

The YMCA of Singapore signed a Memorandum of Understanding with the National Youth Achievement Award (NYAA) Council on 28 October 2011 to establish a partnership in nurturing youth leadership development programmes in Singapore. This was the first MOU of its kind between NYAA Council and a non-uniformed organisation. The signing was witnessed by President Dr Tony Tan Keng Yam who is also Patron-in-Chief of the YMCA of Singapore.
Uni-Y @ SMU
- Continued to run the Jericho’s Rooftop Café regularly at YMCA where all proceeds are channelled to fund Uni-Y @ SMU community service programmes.
- Organised its 7th Freshmen Orientation Camp in conjunction with the YMCA’s Y Camp Challenge this year. The 133 participants touched the lives of 61 beneficiaries over the 4 day 3 night outdoor adventure camp.

Uni-Y @ NUS
- Launched a new social enterprise, the Sidewalk Gallery Café to provide employment opportunities for beneficiaries with special needs. All proceeds are channelled to fund Uni-Y @ NUS community service programmes.
- Organised its inaugural Freshmen Orientation Camp for 55 participants. Community Service was incorporated into the camp and the participants visited Chen Su Lan Methodist Children’s Home to befriend the children through games and tuition.

Uni-Y @ NTU
- Organised the inaugural Uni-Y @ NTU Social Enterprise Awareness Week and raised $2,600 for the club’s participation in a YMCA International Service Programme to Cambodia. The club also led a second programme to Vietnam in December 2011.

Joint Uni-Y and Hi-Y programmes

YMCA Food Of Love
Organised to bring cheer to lonely elderly living in one-room flats, 156 volunteers from Uni-Y and Hi-Y organised 7 sessions of YMCA Food of Love in 2011, reaching out to the elderly in 50 homes.

Y Environment 2011
Aimed at creating awareness on conserving our environment, the Y Environment programme was conducted over 3 separate events this year. On 21 May 2011, a public concert and exhibition called ‘ConSERVEcert’ was held in Hougang and reached out to more than 2,000 members of the public. On 28 May 2011, Uni-Y and Hi-Y mobilised some 150 student volunteers from various schools to participate in the collection of recyclables in Hougang estate. They collected 4,000 kg of recyclables, redeemed for $3,000 and channelled the funds to support 50 underprivileged children from 2 family service centres in Hougang.
On 16 July 2011, a Y Environment Enrichment Day was organised for the same children. Environment-related games and activities were conducted by the volunteers, including an ‘Amazing Race’-outing to the Singapore Zoo.
YMCA Speaking Awards

The annual YMCA Plain English Speaking Awards (PESA) and YMCA Mandarin Speaking Awards (MSA) are national level public speaking competitions aimed at building self-confidence among youths and developing their abilities to think and communicate effectively under pressure. The Awards are supported by the Ministry of Education, National Library Board, Speak Good English Movement (for PESA), Promote Mandarin Council (for MSA) and The Confucius Institute (for MSA).

Award ceremonies were organised to celebrate the success of each programme. Mr Seng Han Thong, MP for Ang Mo Kio GRC, was the Guest-of-Honour for the 5th YMCA MSA Awards Presentation, while Ms Yeoh Chee Yan, Second Permanent Secretary, Ministry of Education, was the Guest-of-Honour for the 25th YMCA PESA Awards Presentation.

YMCA Exchange Programmes

In collaboration with the Chinese YMCA of Hong Kong, Kumamoto YMCA, Kaoshiong YMCA, Ji Long YMCA, IUC-Korea and Taiwan IAVE, YMCA of Singapore hosted 140 students and 40 teachers from 4 countries for exchange programmes in 2011. The visiting youths experienced the multi-cultural flavours of Singapore and learnt more on Singapore’s history and developments particularly in water related and environmental efforts here. Participants were also given a chance to serve in our community service programmes as part of their service learning experience.

YMCA Summer Work & Travel Programme (SWT) & YMCA International Camp Counsellor Programme (ICCP)

A total of 30 students participated in SWT and ICCP programmes in 2011. These are educational exchange programmes to the USA, providing tertiary education students the experience of living and working in the USA during the summer break.
A Hub for Wholesome Programmes to enrich our members

“So whether you eat or drink or whatever you do, do it all for the glory of God.”
1 Corinthians 10:31

The YMCA movement worldwide is synonymous with sports and recreation. As a membership-based organisation, YMCA of Singapore strives to enrich the lives of our members through wholesome programmes to develop body, mind and spirit which are based on Christian principles. We organise a wide range of activities and programmes to cater to varied interests, including dance, fitness, sports, outdoor adventure as well as informative workshops on health, self-improvement and more.

As a Christian organisation, YMCA of Singapore also helps to strengthen the faith and spiritual well-being of our members through Christian-themed programmes and activities.

“Starting the week in doing Zumba with Vanessa is just a pleasure. Great music, great workout, always full of energy and we’re always having awesome fun!”
Sarah Bellini, Zumba participant

“His creativity and wealth of experience in creating new and interesting dance steps to various genre songs always makes us go wow, smile and excited to learn more.”
Low Yen Ling, MTV Jazz participant
Highlights for 2011:

**Fitness & Dance**
Zumba Fitness came to the YMCA! Zumba is an exhilarating, effective, easy-to-follow, Latin-inspired, calorie-burning dance fitness-party that is moving millions of people worldwide towards healthy living. Our Zumba programme kick started with eight classes a week for members.

- 557 subscriptions for dance programmes
- 354 subscriptions for fitness & swimming programmes
- 169 gym users with
- 7% subscribed to personal training programmes

**Performing Arts: Musical Theatre Programme**
31 participants joined the new Musical Theatre programme based at YMCA, under the guidance of professional instructors from The Musical Theatre School. School Director Mr John Faulkner has over 30 years experience from London’s West End. Participants developed their self-confidence and personalities through learning the basics of singing and dancing and the correct study of both art forms and their history. Each term ended with a concert production.

**Fencing**
52 fencers joined the YMCA Fencing Programme
30 fencers in the pre-competitive fencing team

YMCA Membership

As of 31 December 2011, the YMCA family comprised:

- 570 Full (Life) members
- 4 Full (Annual) members
- 1,057 Ordinary (Life) members
- 955 Ordinary (Annual) members
- 503 Ordinary (Youth) members
- 1,024 Associate members
- 2,105 Associate (Youth) members

**YMCA Lifestyle Programmes**

**Highlights for 2011:**

- Partnered 2 new merchants, ‘Pure Tincture Skincare and Organic Workshop’ and ‘The Chiropractic Clinic’
- Organised beauty workshop that focused on organic products and facial care
- Organised health talk to promote a healthy and natural way of dealing with back problems

- Expanded the range of YMCA merchandise and updated the designs to provide more choices as gifts and collectibles

**YMCA Fencing Team**
won accolades in many local and international competitions in 2011.

- Asian Junior and Cadet Fencing Championships (Bangkok)
- Australian Fencing Championships
- Fencing Singapore International
- National Amateur Fencing Tournament (Shanghai)
- Pesta Sukan Fencing Championships
- Singapore Cadet World Cup
- Singapore Junior Fencing Championships

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BikeYworks: Mountain Bike Programme
126 participants joined 13 mountain bike workshops (Pulau Ubin) and guided rides (Malaysia and Chiang Mai) including a special workshop for Hwa Chong Institution.

Y Treks
368 participants and 6 schools embarked with us on 15 trekking trips to Nepal (Poon Hill), Hong Kong, Malaysia (Gunung Belumut and Cameron Highlands). New trek destinations this year included Fraser’s Hill, Gunung Datuk and Gunung Lambak. An inaugural open group of 25 pax trekked Hong Kong’s famous 100km MacLehose Trail in December 2011. The trek was organised in partnership with the Chinese YMCA of Hong Kong and received overwhelming response.

Y Adventures
224 participants and 3 schools embarked on YMCA adventures off the beaten trail, featuring horse riding, cycling, caving, rock climbing, white water rafting and waterfalls! Other than Shangri-La and Endau Rompin, we explored 8 new destinations this year: Gua Tempurung, Gua Batu Maloi, Batu Caves, Kota Tinggi, Kota Kinabalu, Gopeng/Ipoh, Sandakan and Taiwan! Our inaugural Taiwan road biking tour in partnership with Orbea Taiwan featured 500km of cycling round island, good food and good fellowship.

Y Ski
71 participants joined our annual ski trips to Daemyung in South Korea, Hokkaido and Myoko in Japan, organised in partnership with Chuncheon YMCA, Hokkaido YMCA and Tokyo YMCA.

“Friendly and warm support extended by the YMCA team and young attachments. Thank you to Hokkaido YMCA ski instructors for taking the children down the slopes with care.”
- Charlie and Karen Chayavirabood, Y Japan Ski Hokkaido

“Thanks YMCA for the wonderful experience. This trek was certainly not what I imagined it would be. I imagined just walking uphill but not climbing on all fours. Without the encouragement and advice from you all, both Diana and I would not be able to achieve our mission. Your trip leaders are truly amazing, so patient and kind. Thank you so much and I really look forward to the next Y Treks Gunung Datuk!”
- Irene Ong, Y Treks Gunung Belumut
International Y’s Men’s Club of Singapore (Alpha Chapter)

The Club has a membership of 38 under the leadership of Club President Y’s Man Lee Liat Cheng, BBM, double the number at the beginning of its current term starting from July 2011. The Club has been active in carrying out community service during the course of year, leading monthly karaoke and sing-a-long sessions for members of the Parkinson’s Disease Society of Singapore, sponsoring and leading groups from a St Luke’s Eldercare Centre to enjoy the exhibition of Terracotta Warriors held at the Asian Civilisation Museum, and hosting a Chinese New Year lunch for two elderly groups. The Club has also been actively supportive of YMCA through participation of YMCA fundraising and community service programmes.

It also carried out fund raising exercises including a Christmas Charity Concert in December 2011 featuring the Thailand Sanctuary Symphony Orchestra that performed to an enthusiastic audience. The Concert was aimed at raising funds for the relief efforts carried out by Bangkok Y’s Men’s Club and the YMCA of Bangkok in aid of the victims of the protracted flood in Bangkok.

Membership is open to all members of YMCA. Some members have served and are serving as Board Members of YMCA of Singapore. The Club provides an excellent platform for volunteering and leadership training of its members. It invites youths and working adults who are keen to touch lives and make a difference in the lives of the less privileged to sign up as members in the spirit of volunteerism.

YMCA Toastmasters Club

In March 2011, Founding President Ernest Chen emerged the Champion for both the International Speech and Table Topic Contests. Chew Ban Seng was 1st runner up for both the International Speech Contests and 2nd runner up for Table Topic. The other winners were Harvin Kaur (2nd runner up, International Speech) and Robert Shingare (1st runner up, Table Topic). Robert went on to represent YMCA of Singapore to compete in Area A1 Contests but was unplaced.

In September 2011, YMCA Toastmasters Club took the initiative to play host to EASB Eagles to conduct the Joint Humorous Speech and Evaluation Contests. The winners from the Contests, Robert Shingare (Humorous) and Chew Ban Seng (Evaluation), represented YMCA of Singapore to compete at A1 Humorous Speech & Evaluation Contests. Ban Seng finished as 1st runner up in the Evaluation Contest.

YMCA Toastmasters Club continues to support the YMCA Conversational English programme for foreigners. Ernest and Ban Seng remain committed to helping these foreigners settle in Singapore. Classes are held every Tuesday evening at Level 2, YMCA of Singapore.

YMCA Folk Dance Club

In 2011, the YMCA Folk Dance Club organised 3 folk dance courses with an average participation of 15 per course. The group also organised 4 gatherings for its members attended by 60 to 80 members each time. Members were invited to give demonstrations at events of other organisations.

The YMCA Folk Dance Club co-hosted the 1st YMCA Folk Dance Exchange with the Taiwan International Folk Dance Association and the Bonding Western Folk Dance Group at the YMCA of Singapore from 15 to 18 July, 2011. Participants and enthusiastic folk dance supporters hailed from Malaysia, Taiwan, Hong Kong and Singapore.

The YMCA Folk Dance Club celebrates its 50th anniversary in 2012.
2011 marked an **increase** in the number of engagements among churches, Christian organisations and Christian volunteers. Their support encouraged a **greater reach** in our programmes and activities.

### Highlights for 2011:

- **37 Pastors** of various denominations were invited to minister the Word of God and encouraged staff to apply Christian values and principles at work and daily life every Tuesday morning at GROW (God Renews Our Walk, Week & Work) Staff Devotion. Pastors from Adam Road Presbyterian Church shared a 2 month series on “Jesus’ Word”, based on the Sermon on the Mount. Other topics covered included “Transforming Work Experience”, “An Attitude of Humble Service” and “Finding Christ in Our Daily lives”.

- **Over 130 participants** came for 4 YMCA Public Lectures organised during the year, aimed at helping working adults apply Christian principles in their daily lives and ministries. Topics included “Stewardship & Finance”, “The Dark & Fascinating World of the iPod Generation”, “Winning the Inner Battle” and “Understanding Commitment Phobia”.

- **320 youths** participated in 10 Y Knot Christian Youth Outreach sessions, organised by YMCA, supported by Singapore Youth for Christ and Oops Asia. This programme aims to provide an avenue of outreach among Christian youths.

- **220 participants** joined the World Week of Prayer and Fellowship from 14 to 18 November. This week-long annual fellowship was co-organised by YMCA of Singapore, Metropolitan YMCA and YWCA. The theme for 2011 was “Young People: A Voice to Influence, A Generation to Treasure” based on 1 Timothy, 4:12; Matthew 5:16. A Prayer & Praise Jam was organised as a closing event to engage the youths.

- **110 needy elderly** were invited for a Christmas Lunch at YMCA on 21 December as part of the “YMCA Fulfilling a Christmas Wish” project. Each of the 110 seniors were asked to share with the YMCA their Christmas wish for the year. Their wish list was uploaded on the YMCA website and shared among YMCA members, volunteers, Board members and staff. All wishes were granted and the seniors were presented with their wish items at the Lunch.
An Advocate for Lifelong Learning

“For wisdom will come into your heart, and knowledge will be pleasant to your soul; discretion will watch over you, understanding will guard you.” Proverbs 2:10-11

YMCA of Singapore runs child development and student care programmes across 10 centres in Singapore. The YMCA Education Centre (YEC) provides GCE ‘O’-Levels academic courses as well as Bachelor’s and Masters’ programmes in partnership with world-renowned Universities and Colleges.

As one of the two Social Enterprises of the YMCA of Singapore, surpluses generated by YMCA Education Services are channelled to cover the corporate costs of the organisation and part of the cost of running the numerous YMCA community service programmes.

“YMCA provides children with very good exposure in many different areas in their curriculum.”

Madam Ananthi, mother of Paramesvaran (K1) and Lengesvaran (N2).
YMCA CDC @ Bukit Batok

“I am honoured to make lots of friends from different parts of the world.”

Grace Guo, Sec 4 R, YMCA School
YMCA Education Programmes

The YMCA Education Centre successfully renewed their EduTrust certification and attained the 4-year award from 16 December 2011 to 15 December 2015 awarded by the Council for Private Education.

YMCA School

Highlights for 2011:

- **274 students** enrolled in YMCA School during the year
- YMCA School organised student enrichment programmes for 274 students. The programmes included a 3-day Adventure Camp, weekly CCAs, Learning Journeys to Science Centre, Marina Barrage and visits to Polytechnic Open Houses

“T’m very happy to study at YMCA School. The teachers and classmates are very kind and helpful to everyone. I can learn a lot of things.”
- Ung For Saing, Sec 4 R, YMCA School

YMCA Tertiary

Highlights for 2011:

- **257 students** enrolled during the year
- **76 students** graduated from the Strathclyde Business School (SBS) MBA programme, with 6 students attaining Distinctions
- **25 students** graduated from the Australian Maritime College (AMC) Bachelor and Masters programmes

YMCA organised three successful SBS-MBA alumni networking events in 2011. These sessions provided current and past students the opportunity to network and share their learning experiences. They were also enlightened by talks covering topics of current interest by exponents in their fields, such as “Use your Credit Wisely” conducted by Credit Counselling Singapore and “Success Traits of High Achievers” by DE Inspire. These events received very positive feedback from the attendees.

“I just finished the Strathclyde MBA and it has been a very enriching experience for me. I am at a middle management position in an MNC and I lead a business unit of close to 100 staff. I had benefited from the programme and I hope you will too. There is this Business Simulation session which I particularly enjoyed. We took on roles like CEO, CFO and made decisions that will affect the share price of the company. There are many more important lessons that I learnt. The Strathclyde MBA is very strategy-focused. I believe this focus will be highly beneficial in any industry.”
- Mr Pang Kia Moh, Edupreneur, Graduate, Strathclyde MBA programme

“I’m very happy to study at YMCA School. The teachers and classmates are very kind and helpful to everyone. I can learn a lot of things.”
- Ung For Saing, Sec 4 R, YMCA School

Students at a Dining Etiquette workshop conducted by Mr Gerald Lim, General Manager, YMCA International House

Students at a Dining Etiquette workshop conducted by Mr Gerald Lim, General Manager, YMCA International House
Highlights for child development programmes in 2011:

- Nurtured 230 students to maximise their capabilities
- YMCA CDC @ Bukit Batok and Woodlands received renewal of license for 24 months by the Ministry of Community Development, Youth and Sports (MCYS)
- Awarded Health Promotion Board (HPB) Healthy Eating Award at all three childcare centres
- Implemented Jolly Phonics and Growing with Math programmes that led to children making headway in language and numeracy capabilities
- Adopted a Character Development Programme
- Children produced couplets at the 3rd annual YMCA-NUS Chinese Calligraphy Competition
- Children participated in the 25th YMCA PESA (Plain English Speaking Awards) Preschool Category
- Children brought cheer to the elderly at Silver Circle Day Centre’s (Marsiling) Christmas Party
- Children were invited by Hiroshima YMCA (Japan) for the 4th year to participate in the annual Peace Lanterns Programme by making lanterns to promote world peace after the 1945 atomic bombing

In addition, YMCA organised Children’s Day and Parents Day Celebrations for the children and their families, as well as a Graduation Concert at the end of the year which was graced by Mr Liang Eng Hwa, Member of Parliament for Holland-Bukit Timah GRC.

To provide a more conducive learning environment for the children, an application was made to the Ministry of Community Development, Youth and Sports to renovate YMCA CDC @ Bukit Batok. With Ministry of Community Development, Youth and Sports approval, the cyclical maintenance project commenced on 12 December 2011 and is due to completed by the end of January 2012.

Highlights for student care programmes in 2011:

- Nurtured 607 students to reach their maximum potential
- YMCA SCC @ Tao Nan received the ‘SPACE @ TNS Partnership Award 2011’ for 10 years of excellence in partnership with Tao Nan School to nurture innovative pupils of exemplary character with a love for learning
- YMCA SCC @ Gan Eng Seng received the ‘Partners-in-Education Award 2011’ from the school for the second consecutive year in recognition of the Centre’s contributions to nurturing its students
- YMCA SCC @ Loyang received the ‘Friends of Loyang Primary School’ award for supporting the school’s efforts in enhancing the well-being and holistic development of their pupils
A Home Away From Home

“For wisdom will come into your heart, and knowledge will be pleasant to your soul; discretion will watch over you, understanding will guard you.” Proverbs 2:10-11

“I would like to thank you and your colleagues in helping us make our event last Friday a success.”
Ms Pam Ng, Executive, AWARE Training Institute
(AWARE – Association of Women for Action and Research)

“We cannot ask for more because we are fully satisfied.”
Nino Batingana, a guest from The Philippines

“Fantastic place to stay, has a real feel of homeliness and welcome!”
Jenny Cooper, a guest from Australia

“Definitely stay again. Happy with all your offers. The chambermaids were so friendly.”
Eva & Ivan Crosswell, guests from New Zealand
This year, YMCA undertook the final phase of the room upgrading programme which started 4 years ago. With this upgrading, it employed the latest in green LED technology for internal lighting. The Lobby and Y Café were also given a new lease of life with a fresh modern make-over.

Y Café also saw encouraging growth, with its new refreshing look and the introduction of new periodic menus and weekly blackboard offerings.

Exclusive Facilities

Guests were able to keep to their fitness regimes with privileged access to the gymnasium and the swimming pool. The members’ lounge and complimentary WIFI access provided guests a place to meet other international travellers and to keep in touch with friends and family through internet connectivity.

Y Café

With a menu filled with scrumptious western delights and mouth-watering local fare, the food at the Y-café tantalised taste buds and left guests wanting more. Chefs at Y café put together a festive Christmas menu especially for guests who spent their holidays away from home.

Function Rooms and Auditorium

Throughout the year, the function rooms and auditorium were in demand from both internal departments and external organisations. The well equipped rooms proved to be a comfortable and convenient choice of venue for corporate events, church group activities, annual general meetings, seminars and trainings.

As we continue to serve the community in His name, we pray that God continue to bless the social enterprise programmes the YMCA manages.
An Affiliate of the International YMCA movement

“Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace. There is one body and one Spirit, just as you were called to one hope when you were called; one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all.” Ephesians 4:2-6

As a Christian organisation affiliated worldwide through the World Alliance of YMCAs, the YMCA of Singapore maintains regular contact with other YMCAs around the world. We are also a member of the Asia and Pacific Alliance of YMCAs (APAY), a federation of YMCA movements in 27 countries and territories in the Asia Pacific. We are also a part of a network of nine twinning YMCAs in the region.

8 – 13 March
Mr Stephen Loh (President, YMCA of Singapore), led a delegation comprising Mr Albert Ching (General Secretary, YMCA of Singapore), Mr Eric Teng (Immediate Past President, YMCA of Singapore), Mr Eric Chan (Council Member, National Council of YMCAs in Singapore), Mr David Lua (Council Member, National Council of YMCAs in Singapore), Mr Oliver Loke (Executive Member, World Alliance of YMCAs and Volunteer Leader, YMCA of Singapore) and Mr James Yoon (President of Uni-Y @ SMU) for the APAY Executive Committee & Related Meetings in Hong Kong.

At the meeting, Mr Ching was invited to present at a workshop on ‘Resource Mobilisation’. During the trip, Mr Ching, Mr Chan, Mr Loke and Mr Lua represented YMCA of Singapore at the launch ceremony of the 110th Anniversary Celebration of the Founding of the YMCA Movement in Hong Kong.

31 March – 2 April
Mr Oliver Loke, an elected youth member of the World Alliance of YMCAs (WAY) Executive Committee, represented YMCA at the World Alliance Executive Committee Meeting in Geneva, Switzerland.

Mr Loke and Mr Ken Colloton, Elected President of the World Alliance of YMCAs, conducted a co-presentation on “Mega Trends Affecting the YMCA Movement in the Next 50 Years”.

Mr Loke also sits on the Image and Impact Taskforce Sub Committee of WAY.

3 – 6 September
Mr Oliver Loke led a delegation of seven volunteer leaders and staff to the 2nd APAY Youth Assembly in Penang, Malaysia. They were involved in drafting the youth assembly statement, shared about Uni-Y Singapore’s programmes and took part in mangrove planting as part of a local community service project.

9 – 12 September
Following the 2nd APAY Youth Assembly, Mr Stephen Loh (President, YMCA of Singapore) and a delegation of 11 staff and volunteers, along with a team from Metropolitan YMCA of Singapore represented the National Council of YMCAs of Singapore at the 18th General Assembly of APAY in Penang, Malaysia.

26 – 29 October
Mr Albert Ching (General Secretary, YMCA of Singapore) was invited to attend the YMCA International Conference in San Francisco, California, USA to facilitate a “Global Resource Mobilisation” seminar.

28 – 29 October
Mr Tay Puan Siong (Member, YMCA Advisory Council) and Mr Peter Tay (Director, YMCA of Singapore) represented the YMCA of Singapore at the Chinese Hong Kong YMCA 110th Anniversary Celebrations.

5 – 6 December
Mr Albert Ching (General Secretary, YMCA of Singapore) was invited to attend the 29th YMCA Advanced Studies Programme (ASP) in Hong Kong to share two modules on “Resource Mobilisation and Youth Development”.

Throughout the year, YMCA of Singapore also contributed monetary support through our counterpart overseas to fund relief efforts for the earthquake and nuclear disaster in Japan; earthquake in Christchurch, New Zealand, as well as relief efforts for flood victims in Thailand.
Fundraising

2011 YMCA Flag Day
Islandwide on 26 March 2011
1,909 students, YMCA volunteers and staff mobilised to sell flags
$112,679.30 raised for YMCA Community Service Programmes

Inaugural Appeal Luncheon
Orchard Parade Hotel on 21 June 2011
Attended by about 200 guests
$111,530.00 raised for the YMCA Community Service Programmes

12th YMCA Charity Golf
Tanah Merah Country Club on 28 & 29 July 2011
Presented by NTUC FairPrice Foundation Ltd
Over 260 golfers in 69 flights
$460,219.20 raised for the YMCA – Lim Kim San Volunteers Programme Fund
Corporations that participated in the Lim Kim San Corporate Challenge included
Addicon Logistics Management • Arrowcrest Technologies Pte Ltd • Bank of Singapore Ltd • Citi Singapore Ltd • CMIA Capital Partners Pte Ltd • DBS Bank Ltd • EpiCentre Pte Ltd • ESRI Singapore Pte Ltd • Far East Organization Pte Ltd • GMG Global Ltd • Kangqi International Pte Ltd • Keppel Fels Ltd • Knight Frank Pte Ltd • Lee Kim Tah Holdings Limited • LIPPO Realty (Singapore) Pte Ltd • Lum Chang Holdings Pte Ltd • PB Tankers Ltd • Permbrooke Investments Pte Ltd • PricewaterhouseCoopers Ltd • Sim Law Practice LLC • Singapore Press Holdings Ltd • Stamford Tyres International Pte Ltd • Superior Multi-Packaging Ltd • Tecity Group • Times Publishing Group • TPS Corporate Services Pte Ltd • Wala Wala Group (Imaginings) • Xi Yan Pte Ltd

“Dates with Flowers”
A voluntary project by Miss Victoria Lock Shu-Ann, aged 11
$11,200.00 raised for the YMCA – Lim Kim San Volunteers Programme Fund
Thanksgiving

Corporate Donors

$200,000 and above
Tan Chin Tuan Foundation
YMCA Education Centre Ltd

$50,000 and above
Lee Foundation Singapore
NTUC FairPrice Foundation Limited

$10,000 and above
Far East Organization
Kangqi International Pte Ltd
Singapore Tote Board
Tanah Merah Country Club
Tuas Power Supply Pte Ltd

$5,000 and above
Addicon Logistics Management (S) Pte Ltd
Arrowcrest Technologies Pte Ltd
Bank of Singapore Limited
Barker Road Methodist Church
Boardroom Limited
Citibank N.A. Singapore
CMIA Capital Partners Pte Ltd
Credit Suisse
DBS Bank Ltd
Epicentre Pte Ltd
ESPI Singapore Pte Ltd
GMG Global Ltd
Keppel FELS Limited
Knight Frank Pte Ltd
Lee Kim Tah Holdings Limited
Lippo Realty (Singapore) Pte Ltd
Lum Chang Holdings Limited
PB Tankers Ltd
PriceWaterhouseCoopers LLP
Sim Law Practice LLC
Singapore Press Holdings Limited
Stanford Tyres International Pte Ltd
STT Communications Ltd
Superior Multi-Packaging Ltd
Times Publishing Limited
Wala Wala Cafe Bar Pte Ltd
Waylon Advisory and Consulting Pte Ltd

$3,000 and above
Institute of Southeast Asian Studies
New Creation Church
Procter & Gamble Pte Ltd

$1,000 and above
Brandtology Pte Ltd
Bridgestone Tyre Sales Singapore Pte Ltd
Byteworks International Pte Ltd
Consortium 168 Architects Pte Ltd
Deloitte & Touche Financial Advisory Services Pte Ltd
Evar Air-Conditioning & Engineering Pte Ltd

Individual Donors

$10,000 and above
Boey Siew Kin
Chew Kwee San
Eric Teng Heng Chew
Goh Yew Lin
Ivy Singh
Khoo Boon Hui

$5,000 and above
Clifton Tan Tiong Jin
Ivan Chan Lui Ming
Lee Leng Nien
Leong Kwong Wing
Magdalene Sik Swee Hiang
Peter Tay Yew Beng
Tracey Oh Kim Hong

$3,000 and above
Chan Swee Chin
Christopher Lock
Lee Liat Cheng
Leslie Wong Kin Wah
Soh Gim Teik
Tan Tuan Hong
Teo Zi-Ming

$1,000 and above
Albert Ching Liang Heng
Alfred Lee Hood Yew
Anthony Teo
Chen Woei Fen
Chia Pee Boon
Edmund Ng
Esther Tay Yan Peng
Foo Say Mui
Gordon Hargreave
Ho Tian Yee
Ivan Choo Chee Hoe
Jimmy Beng Kian Siew
Jimmy Goh Cheng Bee
Joseph Lau Tse Kit
Lawrence Lau Gek Pong
Lee Kut Cheung
Lim Choon Hong
Ng Kee Thiam
Ng Sai Ning Leong
Ooi Boon Hock
Packiam Ammal Williams
Penny Lee Yoke Sim
Richard Ong Chin Chye
Robert Chen
Ronald Ong What Siong
Samuel Chan Wei Mun
Serene Ng Li Ching
Stephen Loh Sur Yong
Tan Geck Neo
Tan Gee Paw
Tan Thuan Hor
Tay Eng Hoe
Tay Puan Siong
Teo Eng Cheong
Teo Miao Yew
Woon Toon Jin

$500 and above
Alvin Lim Hwee Hong
Alvin Tay
Chris Tan Teck Hook
Chun Wai Kok
Cindy Yeo
Colin Chen Yee Seng
Cynthia Ho Shan Leung
Goh Tiong Fan
Grace Cheo
James Tan Jin Woo
Kelvin Low
Koh Chee Hiang
Koh Tuan Yew
Larry Tan Weng Wah
Lee Chee Peng
Leong Wai See
Loh Aik Kian
Mary Ho Yat Eng
Ong Eng Tong
Poon Fook Kuan
Simon Phua Kheng Jin
Simpson Tan Xuan Xin
Tan Sze Wee
Wee Tiang Kong
Wong Chiang Yin

$200 and above
Andrew Low Thian Khye
April Chin Siew Ling
Catherine Tang Sheng Lin
Cheng Kenneth Ngui
Christine Wong
Chua Chin Guan
Chua Lay Cheng
Eugene Aw Yong
Fong Kung Sup
Foo See Chin
Goh Chee Kong
Ivan Chua Boon Chwee
John Goh Khee Guan
Lena Soh
Lim Bee San
Lim Hock Sheng
Lim Sok Kung
Lynette Yeo Kin Lyn
Moh Swee Cheong
Ng Foong Ming
Ng Kock Leong
Ng Yew Tong
Ong Chong Wei
Ong Teong Hoon
Pierre Habib
Robert Loh Choo Kiat
Sim Guan Seng
Susan Chua Chay Koon
Tan Hong Kuan
Tan Yi Liang
Teng Thian Yik
Thiris Arfan Lie
Chia Ee Toh
Chia Boon Beng
Chan Chuen Tuck
Ben Lai
Angeline Tan
Alex Chang
Agnes Yap Wei Ling
Adrian Mazenauer
$50 and above

Yan Jihong
Wong Wui Choy
Tara Tan Siew Leng
Tan Kok Ann
Tan Hua Chiow
Seah Wong Chi
Raymond Huang
Ong Lay Khim
Oh Shao Wei

Norman
Ng Seo Hong
Norman
Oh Shao Wei
Ong Lay Khim
Raymond Huang
Raymond Lim
Ruvini Arlyaratne
Seah Wong Chi
Tan Hua Chiew
Tan Kok Ann
Tara Tan Siew Leng
Won Seak Chin
Wong Wei Choy
Yan Jinhoing

Sharon Teo
Solomon Lee Kum Chun
Stanly Hadi Danilharja
Steven Kee Siew Hoong
Tan Jia Kien
Tan Kee Eng
Tan Shu Ling
Tan Yan Xi
Teo Beng Lay
Teo Chor Kheng
Teo Meng Hwa
Wong Tuan Liew
Yan Oi Leng
Yang Ming Zhu
Yeoh Zheng Lin

Corporate Donors-In-Kind

AET Engineering Pte Ltd
Amara Sanctuary Resort Sentosa
Asiapac Books Pte Ltd
AT Reservation Network Pte Ltd
Auric Pacific: Marketing
Axel Marketing
Ayathraya Spa
Baker’s Heaven
Batam View Beach Resort
Bishan Home for Intellectually Disabled
Brewer’s Coffee Pte Ltd
Bridgestone
British Council
Byeworks International Pte Ltd
Canon Singapore Pte Ltd
Cheers Holdings Pte Ltd
Citibank N.A. Singapore
City Golf Holdings Pte Ltd
Concorde Hotel Singapore
Creative Technology Ltd
Crystal Time (S) Pte Ltd
Cybersecurity Technologies Pte Ltd
DTVM Pte Ltd
Estee Lauder Cosmetics Pte Ltd
F&N Foods Pte Ltd
Frasers Hospitality
Gasmart Pte Ltd
General Mills Sales Singapore Pte Ltd
Goh Joo Hin Pte Ltd
Goldion Enterprise (Singapore) Pte Ltd
Golf Digest
Grand Copthorne Waterfront Singapore
Grand Hyatt Singapore
Holiday Inn Atrium Singapore
Institute of Southeast Asian Studies
Jurong Christian Church
Kiasun Tan
Khor’s Heaven
Lee Siew Guan
Lee Swee Keyew
Lim Eng Heng
Lim Kim Hai
Lim Poh Geok
Lim Teck Heng
Mahendran M
Mariani Tjhin
Mayors Regalado
Maung Tun Taik Phyo
Michael Kitaru Tay
Nicholas Chua
Ong Soon Lian
Peter Cheong
Poh Wee Long
Raymond Sim Hock Kee
Richard Lee
Roger Lim Kay Heng
Roxyanne
Ryan Chua Rui En
Sanamtha Ang
Samuel Tay
Sathish Babu
Sei Wen Wei

Motor Image Enterprises Pte Ltd
Munchy Moo
Nail Printing Industry
National Council of Social Service
Nestle Singapore (Pte) Ltd
NTUC Fairprice Co-operative Limited
OSIM
Ozina
Panpac Education Pte Ltd
Pao Xiang Bak Kut Teh
Park Hotel Group
Pest Busters Pte Ltd
Public Utilities Board
Quantum Reservation Pte Ltd
Quintessentially Singapore
Rendezvous Hotel Singapore
Royal Selangor International
Shangri-La Hotel, Singapore
Singapore Airlines
SPH Magazines Pte Ltd
Subway
Tai Hua Food Industries Pte Ltd
Tan Meng Yew Electric Co
TaylorMade-adidas Golf
Teba Engineering and Enterprise
The Boys’ Brigade 26th Singapore Company
The Boys’ Brigade 28th Singapore Company
Times Publishing Limited
Transview Holdings Limited
Tuck Lee Ice Pte Ltd
Wan Yang Health Product & Foot Reflexology Centre
World Golfers Championship Singapore
Xi Yan Singapore
Y Café
Yakult Singapore Pte Ltd
Yung Shung Printrade Pte Ltd
Zone X Leisure Pte Ltd

Individual Donors-In-Kind

Dennis Lee Poh Wah
Eric Feng
Ernest Chen Hai Siang
Esther Tay Yen Peng
Jim Ang
Kisahwan Tan
Lee Khoon Choy
Leslie Wong Kim Wah
Peter Sim Swee Yam
Ruth Wong Kan Seng
Stephen Loh Sui Yong
Steven Chia Oon Seet
Tan Eng Beng
Tay Puan Siong
Teo Zi-Ming
YMCA of Singapore is governed by the Constitution of the Association and has complied with the Code of Governance for Charities and Institutions of Public Character.

1. Board Governance

The Association is governed by a volunteer Board of Directors ("BOD") whose members are elected according to the Association's constitution.

The BOD comprises the President, Vice President, Treasurer and other elected Board Members. The General Secretary (paid staff) is the executive officer of the Board without power to vote. The BOD sets the overall direction of the Association, is responsible for the promotion of the Policy and Programme of the Association and ensures that the Association's principles and values are adhered to.

A directorship term is 4 years. 4 members of the BOD retire annually by rotation but remain eligible for re-election, subject to a maximum of 2 terms of 4 consecutive years each. Such persons are eligible for re-election as a Director only after a lapse of at least 1 year.

Members of the BOD have participated in self-evaluation surveys to assess their performance and effectiveness in leading the Association.

Office Bearers

At the first meeting of the BOD held after the Annual General Meeting, a President, a Vice President and Treasurer of the Association are elected from among members of the BOD for a period of one year or until their successors are elected. The elected Treasurer does not hold office for more than 4 consecutive terms and such person is only eligible for re-election as Treasurer after a lapse of at least 1 year.

Executive Committee

The Executive Committee ("ExCo") comprises the President, Vice President, Treasurer and at least one other Director. It has executive powers to administer the affairs of the Association in accordance with its Constitution, Rules and Regulations and the Board’s policy and provides guidance and oversight to the Management on the operations of the Association. These include the setting of policies on operational matters and approval of expenditures within the financial limits provided in the Chart of Authority Manual ("COA Manual"). ExCo keeps the BOD fully appraised of the affairs of the Association and where appropriate, refer certain matters to the BOD for approval.

ExCo is also the Staff Committee of the Association and oversees Human Resource policies and matters concerning the staff, including staff remunerations.

Audit Committee

The Audit Committee is appointed by the BOD to assist the BOD in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process and monitoring compliance with laws and regulations and the code of conduct.

The Audit Committee is guided by the Audit Committee Charter in its roles and responsibilities.

Since 2007, a full time Internal Auditor was appointed to assist the Audit Committee in carrying out its roles and responsibilities.

Nominations Committee

The Nominations Committee’s activities are guided by the Association’s Constitution and its purpose is to make recommendation to the Board regarding the composition of the BOD.

The Nominations Committee recommends to the BOD the candidates to the Board, candidates to be elected to Offices and Board members to serve on the Audit Committee.

2. Conflicts of Interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board. Board members do not vote or participate in decision-making on matters where they have a conflict of interest.
3. Strategic Planning
The BOD reviews and approves the mission of the Association. The mission is documented and communicated to the members of the Association as well as members of the public through various communication channels including the annual report and the Association’s website.
The BOD also reviews and approves strategic plans for the Association to ensure that the programmes conducted are in line with the Association’s objectives.

The BOD approves documented human resource policies for staff. There are systems for regular supervision, appraisal and professional development of staff and a system to address grievances and resolve conflicts.

5. Financial Management and Controls
The BOD ensures that internal control systems for financial matters are in place with documented procedures. The BOD also reviews and enhances monitoring on controls, processes, key programmes and events.
The BOD reviews and approves an annual budget for the Association’s plans and regularly monitors financial performance.
The financial statements of the Association are drawn up in accordance with the Statement of Recommended Accounting Practice and Singapore Financial Reporting Standards.
The Association discloses its reserves policy in its annual report.

Whistle Blowing Policy
The YMCA Whistle Blowing policy aims to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from victimisation for whistle blowing in good faith.

This policy covers issues where corruption, acts of fraud, theft/misuse of the Association’s properties, assets or resources, breach of laws etc. may be suspected.

Reserves Policy
YMCA targets for an optimum of three years of operating reserves from surpluses generated through our social enterprises. These reserves will be the source of funding to ensure that our beneficiaries and the needy in the community will still be helped even when donations dry up or the economy is at a downturn, creating sustainability and continuity to the programmes that we have been running. As at the end of 2011, our ratio of reserves to annual operating expenditure stands at 2.192 years.
The restricted funds set up by the YMCA and their purposes are as follows:

I. Building Asset Capitalisation Reserve was set up to match amounts on capital projects undertaken with past funds designated for that purpose. This fund will be amortised in line with the depreciation policy of the underlying capital projects.
II. Disaster Relief Fund was set up for the purpose of supporting the major volunteer relief and rehabilitation works undertaken by the Association in Sri Lanka.
III. Proyouth Village Fund was set up for the purpose of road repair in Proyouth Village in Siem Reap, Cambodia.
IV. YMCA-Seet Hiong Kiat & Kuah Siew Eng Education Fund was set up to fund tertiary education for overseas needy students.

YMCA has also other designated and unrestricted funds set aside for various community programmes listed in the Auditor’s Report, Notes to the Financial Statements No. 8 ‘Other Funds’ on page 60. YMCA has also designated a percentage of its annual surpluses from our social enterprises for asset renewal as our capital replacement fund. This allows the Association to focus our fundraising efforts to sustain its programmes.

Investment Committee
The Investment Committee is governed by the Investment Charter and the Investment Policy which are periodically reviewed to allow for flexibility according to the market environment. It is appointed by the BOD to exercise prudence and good stewardship in relation to the investment of the Association’s funds in generating higher returns in the long run within a reasonable amount of risk.
6. Disclosure and Transparency

The Association makes available to its members and stakeholders an annual report that includes information on its programmes, activities, audited financial statements, Board members, Advisory Council members and members of the management team.

No Board member receives any remuneration as members of the BOD are all volunteers.

No staff is involved in setting his or her own remuneration. Staff remuneration is subject to remuneration guidelines approved by the BOD.

The Association discloses in its annual report the annual remuneration of its three highest paid staff who each receives remuneration exceeding $100,000, in bands of $100,000, or states the fact that none of its top three highest paid staff receives more than $100,000.

Annually, the Board Directors and Management Staff make declarations of actual or potential conflicts of interest to the Board.

7. Fundraising Practices

The Association has established internal guidelines on fundraising that are adhered to for all fundraising events. These guidelines adopted from the best practices set out by the National Council of Social Services and the Charity Council.

The policy for fundraising calls for it to be conducted for community programmes and not for general purposes. Each donation received, if not already designated to a community programme by the donor will be so designated by the ExCo. None of the funds raised will be used for general purposes of YMCA.

The committee for each fundraising event consists of volunteers, supported by staff. The donors are informed of our objectives and targets prior to the fundraising.

The funds raised are for supporting YMCA Community Service Programmes, YMCA Project Bridge and YMCA-Lim Kim San Volunteers Programme.

The operating surpluses of its social enterprises in Hostel and Education and the support of its regular donors and fund raising has allowed YMCA to adopt a two-prong approach to achieve its financial stability.

---

**Two-Prong Approach for Financial Stability**

- **Donations**
- **Programmes**
- **Fundraising**

**Surplus**

- **International House**
- **Corporate Services**
- **Education**

Our social enterprises, and donations and fund raising have showed a steady growth over the past five years (except for a dip in Donation and Fund Raising in 2008), allowing YMCA to expand and provide new programmes to meet the evolving needs of the community, as well as sustaining current programmes to provide a lasting impact on our beneficiaries and volunteers.

---

**Net Surpluses of Social Enterprises**

- **2007**: $1,673
- **2008**: $1,737
- **2009**: $1,741
- **2010**: $2,333
- **2011**: $2,175

**Net Surpluses of Donation and Fund Raising**

- **2007**: $775
- **2008**: $739
- **2009**: $795
- **2010**: $1,063
- **2011**: $1,104
Audited Financial Statements
And Other Financial Information For The Year Ended 31 December 2011

Contents
Statement by Board of Directors 39
Auditors' Report 40
Balance Sheets 41
Statements of Financial Activities 42-43
Statements of Changes in General and Specific Funds 44-45
Consolidated Statement of Cash Flows 46
Notes to the Financial Statements 47-67

STATEMENT BY BOARD OF DIRECTORS
In the opinion of the Board of Directors, the consolidated financial statements of Young Men's Christian Association of Singapore (the "Association") and its subsidiary (collectively, the "Group") and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association as set out on pages 41 to 67 are properly drawn up so as to give a true and fair view of the state of affairs of the Group and of the Association as at 31 December 2011, and the financial activities, changes in general and specific funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.

On behalf of the Board of Directors,

STEPHEN LOH SUR YONG
President

CHEW KWEE SAN
Treasurer

Singapore, 20 March 2012
INDEPENDENT AUDITORS’ REPORT TO THE MEMBERS OF
YOUNG MEN’S CHRISTIAN ASSOCIATION OF SINGAPORE

REPORT ON THE FINANCIAL STATEMENTS
We have audited the accompanying financial statements of Young Men’s Christian Association of Singapore (the “Association”) and its subsidiary (the “Group”), which comprise the balance sheets of the Group and of the Association as at 31 December 2011, and the statements of financial activities, statements of changes in general and specific funds of the Group and of the Association and the consolidated statement of cash flows of the Group for the financial year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 41 to 67.

Management’s Responsibilities for the Financial Statements
The management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311, Statement of Recommended Accounting Practice (“RAP 6”) and Singapore Financial Reporting Standards, 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 statements of financial activities and balance sheets and to maintain accountability of assets.

Auditors’ Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation of the financial statements that give a true and fair view 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 entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association are properly drawn up in accordance with the provisions of the Charities Act, Cap. 37, the Societies Act, Cap. 311, Statement of Recommended Accounting Practice (“RAP 6”) and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Group and of the Association as at 31 December 2011 and the financial activities, changes in general and specific funds of the Group and of the Association and cash flows of the Group for the financial year ended on that date.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS
In our opinion:

a) the accounting and other records required by the above regulations to be kept by the Association and its subsidiary incorporated in Singapore of which we are the auditors have been properly kept in accordance with those regulations; and

b) the fund-raising appeals held during the financial year have been carried out in accordance with regulation 6 of the Charities (Fund-raising appeals) Regulations 2007 issued under the Charities Act, Cap. 37 and proper accounts and other records have been kept of the fund-raising appeals.

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

a) the total fund-raising expenses of the Association exceeded 30% of the total gross receipts from fund-raising; and

b) the donation monies received have not been used in accordance with the Association’s objectives.

KRESTON DAVID YEUNG PAC
Public Accountants and Certified Public Accountants

Singapore, 20 March 2012
BALANCE SHEETS
As at 31 December 2011

<table>
<thead>
<tr>
<th>Note</th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
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<td>11</td>
<td>7,569</td>
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</tr>
</tbody>
</table>

Total non-current assets: 16,560,324
Total current assets: 8,676,629
TOTAL ASSETS: 25,236,953

Funds and Liabilities

**Unrestricted funds**

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
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<tbody>
<tr>
<td>Accumulated Fund</td>
<td>13,711,068</td>
<td>12,777,492</td>
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<tr>
<td>Capital Replacement Fund</td>
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<tr>
<td>Fair Value Reserve</td>
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<td>(29,574)</td>
<td>(499,676)</td>
<td>(29,574)</td>
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<tr>
<td>Other Funds</td>
<td>1,518,157</td>
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<td>1,518,157</td>
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</table>

Total unrestricted funds: 21,276,368

**Restricted funds**

<table>
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<th>2010</th>
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<tbody>
<tr>
<td>Building Asset Capitalisation Reserve</td>
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<td>5,140,260</td>
<td>5,562,867</td>
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<tr>
<td>Other Funds</td>
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<td>282,719</td>
<td>204,398</td>
<td>282,719</td>
</tr>
<tr>
<td>Club Accounts</td>
<td>3,850</td>
<td>4,547</td>
<td>3,850</td>
<td>4,547</td>
</tr>
</tbody>
</table>

Total restricted funds: 21,276,368

Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payables and accruals</td>
<td>3,953,016</td>
<td>3,077,800</td>
<td>2,551,577</td>
<td>2,110,525</td>
</tr>
<tr>
<td>Amount due to a subsidiary</td>
<td>–</td>
<td>–</td>
<td>59,482</td>
<td>568,804</td>
</tr>
<tr>
<td>Provision for taxation</td>
<td>7,569</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

Total liabilities: 3,960,585

TOTAL FUNDS AND LIABILITIES: 25,236,953

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
## STATEMENTS OF FINANCIAL ACTIVITIES
For the financial year ended 31 December 2011

<table>
<thead>
<tr>
<th>GROUP</th>
<th>Unrestricted Funds</th>
<th>Restricted Funds</th>
<th>2011 Total</th>
<th>2010 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Incoming resources from generated funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>502,783</td>
<td>–</td>
<td>502,783</td>
<td>459,450</td>
</tr>
<tr>
<td><strong>Activities for generating funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1,771,875</td>
</tr>
<tr>
<td>YMCA Education Centre Limited</td>
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<td>–</td>
<td>3,590,163</td>
<td>751,573</td>
</tr>
<tr>
<td>International house</td>
<td>6,375,880</td>
<td>–</td>
<td>6,375,880</td>
<td>5,739,904</td>
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<tr>
<td>Lifestyle programmes - fitness &amp; dance</td>
<td>456,920</td>
<td>–</td>
<td>456,920</td>
<td>535,287</td>
</tr>
<tr>
<td>Lifestyle programmes - outdoors &amp; adventure</td>
<td>426,302</td>
<td>–</td>
<td>426,302</td>
<td>562,913</td>
</tr>
<tr>
<td>Membership and corporate communication</td>
<td>157,895</td>
<td>–</td>
<td>157,895</td>
<td>90,578</td>
</tr>
<tr>
<td>Fund raising events</td>
<td>634,429</td>
<td>–</td>
<td>634,429</td>
<td>735,101</td>
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<tr>
<td>Other income</td>
<td>12</td>
<td>–</td>
<td>450,932</td>
<td>291,692</td>
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<tr>
<td>Amortisation of Building Asset Capitalisation Reserve</td>
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<td>–</td>
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<td>454,823</td>
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<tr>
<td><strong>Total</strong></td>
<td>16,670,138</td>
<td>–</td>
<td>16,670,138</td>
<td>14,501,722</td>
</tr>
<tr>
<td><strong>Investment income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>274,197</td>
<td>–</td>
<td>274,197</td>
<td>148,953</td>
</tr>
<tr>
<td><strong>Incoming resources from charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community services *</td>
<td>396,887</td>
<td>–</td>
<td>396,887</td>
<td>224,860</td>
</tr>
<tr>
<td>International programmes</td>
<td>1,474,319</td>
<td>–</td>
<td>1,4,743,19</td>
<td>1,184,494</td>
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<tr>
<td>Lifestyle programmes – performing arts</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>920</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,871,206</td>
<td>–</td>
<td>1,871,206</td>
<td>1,410,274</td>
</tr>
<tr>
<td><strong>TOTAL INCOMING RESOURCES</strong></td>
<td>18,815,541</td>
<td>–</td>
<td>18,815,541</td>
<td>16,060,949</td>
</tr>
<tr>
<td><strong>Less: Resources expended</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Costs of generating funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child care and student care</td>
<td>2,940,000</td>
<td>–</td>
<td>2,940,000</td>
<td>2,564,207</td>
</tr>
<tr>
<td>Education</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,564,207</td>
</tr>
<tr>
<td>YMCA Education Centre Limited</td>
<td>1,806,979</td>
<td>–</td>
<td>1,806,979</td>
<td>780,326</td>
</tr>
<tr>
<td>International house</td>
<td>4,960,607</td>
<td>–</td>
<td>4,960,607</td>
<td>4,430,631</td>
</tr>
<tr>
<td>Lifestyle programmes – fitness &amp; dance</td>
<td>570,592</td>
<td>–</td>
<td>570,592</td>
<td>519,098</td>
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<tr>
<td>Membership and corporate communication</td>
<td>429,190</td>
<td>–</td>
<td>429,190</td>
<td>386,703</td>
</tr>
<tr>
<td>Fund raising events</td>
<td>222,860</td>
<td>–</td>
<td>222,860</td>
<td>131,172</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>1,871,316</td>
<td>–</td>
<td>1,871,316</td>
<td>581,305</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,246,962</td>
<td>–</td>
<td>13,246,962</td>
<td>11,206,747</td>
</tr>
<tr>
<td><strong>Resources expended on charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community services *</td>
<td>1,541,646</td>
<td>–</td>
<td>1,541,646</td>
<td>1,313,832</td>
</tr>
<tr>
<td>International programmes</td>
<td>1,461,395</td>
<td>–</td>
<td>1,461,395</td>
<td>1,146,078</td>
</tr>
<tr>
<td>Lifestyle programmes – performing arts</td>
<td>58,140</td>
<td>–</td>
<td>58,140</td>
<td>91,591</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,061,181</td>
<td>–</td>
<td>3,061,181</td>
<td>2,551,501</td>
</tr>
<tr>
<td><strong>Governance costs</strong></td>
<td>90,792</td>
<td>–</td>
<td>90,792</td>
<td>95,778</td>
</tr>
<tr>
<td><strong>TOTAL RESOURCES EXPENDED</strong></td>
<td>13</td>
<td>16,398,935</td>
<td>–</td>
<td>16,398,935</td>
</tr>
<tr>
<td><strong>Net incoming resources before other recognised gains/(losses)</strong></td>
<td>2,416,606</td>
<td>–</td>
<td>2,416,606</td>
<td>2,206,923</td>
</tr>
<tr>
<td><strong>Add/(less): Other recognised gains/(losses)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain/(Loss) on disposal of property, plant and equipment</td>
<td>31</td>
<td>–</td>
<td>31</td>
<td>325</td>
</tr>
<tr>
<td>Loss on disposal of available-for-sale financial assets</td>
<td>(6,735)</td>
<td>–</td>
<td>(6,735)</td>
<td>(19,668)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(6,704)</td>
<td>–</td>
<td>(6,704)</td>
<td>(19,343)</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td>2,409,902</td>
<td>–</td>
<td>2,409,902</td>
<td>2,187,580</td>
</tr>
<tr>
<td><strong>Less: Taxation</strong></td>
<td>15</td>
<td>(7,569)</td>
<td>–</td>
<td>(7,569)</td>
</tr>
<tr>
<td><strong>Net movement in funds after taxation</strong></td>
<td>2,402,333</td>
<td>–</td>
<td>2,402,333</td>
<td>2,187,580</td>
</tr>
<tr>
<td><strong>Fund balances at beginning of the year</strong></td>
<td>14,692,575</td>
<td>5,427,526</td>
<td>20,120,101</td>
<td>18,074,949</td>
</tr>
<tr>
<td><strong>Net movement in specific funds</strong></td>
<td>Page 44</td>
<td>(1,589,665)</td>
<td>343,589</td>
<td>(1,246,066)</td>
</tr>
<tr>
<td><strong>Fund balances at end of the year</strong></td>
<td>15,505,253</td>
<td>5,771,115</td>
<td>21,276,368</td>
<td>20,120,101</td>
</tr>
</tbody>
</table>

* Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge, YMCA FACES (Financial Assistance and Capability for Employment Scheme), YMCA-Lim Kim San Volunteers Programme, and YMCA Youth Development Programmes.

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
### Statements of Financial Activities

**For the financial year ended 31 December 2011**

<table>
<thead>
<tr>
<th>Note</th>
<th>Unrestricted Funds 2011</th>
<th>Restricted Funds 2011</th>
<th>Total 2011</th>
<th>Unrestricted Funds 2010</th>
<th>Restricted Funds 2010</th>
<th>Total 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
</tbody>
</table>

#### Incoming Resources

**Incoming resources from generated funds**

<table>
<thead>
<tr>
<th>Note</th>
<th>Voluntary income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Donations</td>
<td>741,941</td>
</tr>
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</table>

**Activities for generating funds**

<table>
<thead>
<tr>
<th>Note</th>
<th>Child care and student care</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,377,888</td>
<td>3,377,888</td>
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</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Education</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>International house</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,424,770</td>
<td>6,424,770</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes - fitness &amp; dance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>456,920</td>
<td>456,920</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes - outdoors &amp; adventure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>426,302</td>
<td>426,302</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Membership and corporate communication</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>157,895</td>
<td>157,895</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Fund raising events</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>634,429</td>
<td>634,429</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Other income</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12</td>
<td>1,911,949</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Amortisation of Building Asset Capitalisation Reserve</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>696,946</td>
<td>696,946</td>
</tr>
</tbody>
</table>

**Incoming resources from charitable activities**

<table>
<thead>
<tr>
<th>Note</th>
<th>Community services *</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>396,887</td>
<td>396,887</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>International programmes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,474,319</td>
<td>1,474,319</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes – performing arts</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>920</td>
</tr>
</tbody>
</table>

**TOTAL INCOMING RESOURCES**

<table>
<thead>
<tr>
<th>Note</th>
<th>16,973,070</th>
<th>15,101,864</th>
</tr>
</thead>
</table>

#### Less: Resources expended

**Costs of generating funds**

<table>
<thead>
<tr>
<th>Note</th>
<th>Child care and student care</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,940,000</td>
<td>2,940,000</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Education</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>International house</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,960,607</td>
<td>4,960,607</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes – fitness &amp; dance</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>445,418</td>
<td>445,418</td>
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</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes – outdoors &amp; adventure</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>429,190</td>
<td>429,190</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Membership and corporate communication</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>222,860</td>
<td>222,860</td>
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<table>
<thead>
<tr>
<th>Note</th>
<th>Fund raising events</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>634,429</td>
<td>634,429</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Other operating expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,871,316</td>
<td>1,871,316</td>
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</table>

**TOTAL RESOURCES EXPENDED**

<table>
<thead>
<tr>
<th>Note</th>
<th>11,439,983</th>
<th>10,426,421</th>
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#### Resources expended on charitable activities

<table>
<thead>
<tr>
<th>Note</th>
<th>Community services *</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,541,646</td>
<td>1,541,646</td>
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<table>
<thead>
<tr>
<th>Note</th>
<th>International programmes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,461,395</td>
<td>1,461,395</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Lifestyle programmes – performing arts</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>48,140</td>
<td>48,140</td>
</tr>
</tbody>
</table>

**Governance costs**

<table>
<thead>
<tr>
<th>Note</th>
<th>90,792</th>
<th>95,778</th>
</tr>
</thead>
</table>

**TOTAL RESOURCES EXPENDED**

<table>
<thead>
<tr>
<th>Note</th>
<th>14,591,956</th>
<th>13,073,700</th>
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</thead>
</table>

**Net incoming resources before other recognised gains/(losses)**

<table>
<thead>
<tr>
<th>Note</th>
<th>2,381,114</th>
<th>2,235,676</th>
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</thead>
</table>

**Add/(less): Other recognised gains/(losses)**

<table>
<thead>
<tr>
<th>Note</th>
<th>Gain/(Loss) on disposal of property, plant and equipment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31</td>
<td>31</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
<th>Loss on disposal of available-for-sale financial assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(6,735)</td>
<td>(6,735)</td>
</tr>
</tbody>
</table>

**Net movement in funds**

<table>
<thead>
<tr>
<th>Note</th>
<th>2,374,410</th>
<th>2,216,333</th>
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</thead>
</table>

**Fund balances at beginning of the year**

<table>
<thead>
<tr>
<th>Note</th>
<th>14,721,328</th>
<th>20,148,854</th>
</tr>
</thead>
</table>

**Net movement in specific funds**

<table>
<thead>
<tr>
<th>Note</th>
<th>Page 45</th>
<th>(1,246,066)</th>
</tr>
</thead>
</table>

**Fund balances at end of the year**

<table>
<thead>
<tr>
<th>Note</th>
<th>15,506,083</th>
<th>21,277,198</th>
</tr>
</thead>
</table>

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*Community Services are made up of YMCA-Tan Chin Tuan Community Services Programmes, YMCA Project Bridge, YMCA FACES (Financial Assistance and Capability for Employment Scheme), YMCA-Lim Kim San Volunteers Programme, and YMCA Youth Development Programmes.*

---

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
# STATEMENTS OF CHANGES IN GENERAL AND SPECIFIC FUNDS

For the financial year ended 31 December 2011

<table>
<thead>
<tr>
<th>GROUP</th>
<th>Accumulated Fund</th>
<th>Capital Replacement Fund</th>
<th>Fair Value Reserve</th>
<th>Building Asset Capitalisation Reserve</th>
<th>Other Funds</th>
<th>Club Accounts</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Balance at 01.01.2010</td>
<td>12,091,695</td>
<td>172,315</td>
<td>(180,115)</td>
<td>4,884,803</td>
<td>1,107,029</td>
<td>(778)</td>
<td>18,074,949</td>
</tr>
</tbody>
</table>

Net surplus for the year
- Unrestricted funds | 1,853,179 | - | - | - | 334,401 | - | 2,187,580 |
- Restricted funds | - | - | - | - | 156,529 | 5,325 | 161,854 |

Net fair value gains on available-for-sale financial assets recognised directly in fund | - | - | 120,639 | - | - | - | 120,639 |

Reversal of net fair value loss on available-for-sale financial assets realised | - | - | 29,902 | - | - | - | 29,902 |

Transfers during the year | (1,167,382) | 457,102 | - | 710,280 | - | - | - |

Amortisation of Building Asset Capitalisation Reserve | - | - | - | (454,823) | - | - | (454,823) |

Balance at 31.12.2010 | 12,777,492 | 629,417 | (29,574) | 5,140,260 | 1,597,959 | 4,547 | 20,120,101 |

Balance at 01.01.2011 | 12,777,492 | 629,417 | (29,574) | 5,140,260 | 1,597,959 | 4,547 | 20,120,101 |

Net surplus/(deficit) for the year
- Unrestricted funds | 2,199,416 | - | - | - | 202,917 | - | 2,402,333 |
- Restricted funds | - | - | - | - | (78,321)* | (697)* | (79,018) |

Net fair value gains on available-for-sale financial assets recognised directly in fund | - | - | (480,502)* | - | - | - | (480,502) |

Reversal of net fair value loss on available-for-sale financial assets realised | - | - | 10,400* | - | - | - | 10,400 |

Transfers during the year | (1,265,840)* | 146,287* | - | 1,119,553* | - | - | - |

Amortisation of Building Asset Capitalisation Reserve | - | - | - | (696,946)* | - | - | (696,946) |

Balance at 31.12.2011 | 13,711,068 | 775,704 | (499,676) | 5,562,867 | 1,722,555 | 3,850 | 21,276,368 |

Note 8

Note 9

# Net movement in Unrestricted Funds (S$1,589,655)
* Net movement in Restricted Funds S$343,589

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
## STATEMENTS OF CHANGES IN GENERAL AND SPECIFIC FUNDS
For the financial year ended 31 December 2011

<table>
<thead>
<tr>
<th>ASSOCIATION</th>
<th>Accumulated Fund</th>
<th>Capital Replacement Fund</th>
<th>Fair Value Reserve</th>
<th>Building Asset Capitalisation Reserve</th>
<th>Other Funds</th>
<th>Club Accounts</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Balance at 01.01.2010</td>
<td>12,091,695</td>
<td>172,315</td>
<td>(180,115)</td>
<td>4,884,803</td>
<td>1,107,029</td>
<td>(778)</td>
<td>18,074,949</td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Unrestricted funds</td>
<td>1,881,932</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>334,401</td>
<td>–</td>
<td>2,216,333</td>
</tr>
<tr>
<td>– Restricted funds</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>156,529</td>
<td>5,325</td>
<td>161,854</td>
</tr>
<tr>
<td>Net fair value gains on available-for-sale financial assets recognised directly in fund</td>
<td>–</td>
<td>–</td>
<td>120,639</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>120,639</td>
</tr>
<tr>
<td>Reversal of net fair value loss on available-for-sale financial assets realised</td>
<td>–</td>
<td>–</td>
<td>29,902</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>29,902</td>
</tr>
<tr>
<td>Transfers during the year</td>
<td>(1,167,382)</td>
<td>457,102</td>
<td>–</td>
<td>710,280</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortisation of Building Asset Capitalisation Reserve</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(454,823)</td>
<td>–</td>
<td>–</td>
<td>(454,823)</td>
</tr>
<tr>
<td>Balance at 31.12.2010</td>
<td>12,806,245</td>
<td>629,417</td>
<td>(29,574)</td>
<td>5,140,260</td>
<td>1,597,959</td>
<td>4,547</td>
<td>20,148,854</td>
</tr>
<tr>
<td>Balance at 01.01.2011</td>
<td>12,806,245</td>
<td>629,417</td>
<td>(29,574)</td>
<td>5,140,260</td>
<td>1,597,959</td>
<td>4,547</td>
<td>20,148,854</td>
</tr>
<tr>
<td>Net surplus/(deficit) for the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Unrestricted funds</td>
<td>2,171,493</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>202,917</td>
<td>–</td>
<td>2,374,410</td>
</tr>
<tr>
<td>– Restricted funds</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(78,321)*</td>
<td>(697)*</td>
<td>(79,018)</td>
</tr>
<tr>
<td>Net fair value gains on available-for-sale financial assets recognised directly in fund</td>
<td>–</td>
<td>–</td>
<td>(480,502)*</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(480,502)</td>
</tr>
<tr>
<td>Reversal of net fair value loss on available-for-sale financial assets realised</td>
<td>–</td>
<td>–</td>
<td>10,400*</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>10,400</td>
</tr>
<tr>
<td>Transfers during the year</td>
<td>(1,265,840)*</td>
<td>146,287*</td>
<td>–</td>
<td>1,119,553*</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortisation of Building Asset Capitalisation Reserve</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(696,946)*</td>
<td>–</td>
<td>–</td>
<td>(696,946)</td>
</tr>
<tr>
<td>Balance at 31.12.2011</td>
<td>13,711,898</td>
<td>775,704</td>
<td>(499,676)</td>
<td>5,562,867</td>
<td>1,722,555</td>
<td>3,850</td>
<td>21,277,198</td>
</tr>
</tbody>
</table>

Note 8  Note 9

* Net movement in Restricted Funds S$343,589

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
### CONSOLIDATED STATEMENT OF CASH FLOWS
For the financial year ended 31 December 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>2,409,902</td>
<td>2,187,580</td>
</tr>
<tr>
<td>Adjustments for: –</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation of property, plant and equipment</td>
<td>1,592,160</td>
<td>1,391,967</td>
</tr>
<tr>
<td>Amortisation of Building Asset Capitalisation Reserve</td>
<td>(696,946)</td>
<td>(454,823)</td>
</tr>
<tr>
<td>Bad debts written off</td>
<td>6,658</td>
<td>2,735</td>
</tr>
<tr>
<td>Gain on disposal of property, plant and equipment</td>
<td>(31)</td>
<td>(325)</td>
</tr>
<tr>
<td>Loss on disposal of available-for-sale financial assets</td>
<td>6,735</td>
<td>19,668</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>(274,197)</td>
<td>(148,953)</td>
</tr>
<tr>
<td>Dividend in specie</td>
<td>(25,300)</td>
<td>(8,677)</td>
</tr>
<tr>
<td><strong>Operating surplus before working capital changes</strong></td>
<td>3,018,981</td>
<td>2,989,172</td>
</tr>
<tr>
<td>Increase in inventories</td>
<td>(1,934)</td>
<td>(138)</td>
</tr>
<tr>
<td>Decrease in receivables, prepayments and deposits</td>
<td>35,519</td>
<td>105,218</td>
</tr>
<tr>
<td>Increase in payables and accruals</td>
<td>875,216</td>
<td>524,835</td>
</tr>
<tr>
<td><strong>Cash generated from operations</strong></td>
<td>3,927,782</td>
<td>3,619,087</td>
</tr>
<tr>
<td>Net cash generated from activities: -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other specific funds</td>
<td>(78,321)</td>
<td>156,529</td>
</tr>
<tr>
<td>Club activities</td>
<td>(697)</td>
<td>5,325</td>
</tr>
<tr>
<td><strong>Net cash generated from operating activities</strong></td>
<td>3,848,764</td>
<td>3,780,941</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from disposal of available-for-sale financial assets</td>
<td>510,515</td>
<td>319,423</td>
</tr>
<tr>
<td>Purchase of available-for-sale financial assets</td>
<td>(4,092,757)</td>
<td>(828,701)</td>
</tr>
<tr>
<td>Proceeds from disposal of property, plant and equipment</td>
<td>70</td>
<td>748</td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>(1,645,762)</td>
<td>(1,178,026)</td>
</tr>
<tr>
<td>Fixed deposits subject to restriction</td>
<td>(4,000,000)</td>
<td>-</td>
</tr>
<tr>
<td>Grants received</td>
<td>72,681</td>
<td>48,499</td>
</tr>
<tr>
<td>Interest and dividend received</td>
<td>254,834</td>
<td>156,953</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(8,900,419)</td>
<td>(1,481,104)</td>
</tr>
<tr>
<td><strong>Cash flow from financing activity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed deposits subject to restriction</td>
<td>(584,159)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net cash used in financing activity</strong></td>
<td>(584,159)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net (decrease)/increase in cash and cash equivalents</strong></td>
<td>(5,635,814)</td>
<td>2,299,837</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at beginning of year</strong></td>
<td>8,976,906</td>
<td>6,677,069</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of year</strong></td>
<td>3,341,092</td>
<td>8,976,906</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents comprise: –</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>3,170,947</td>
<td>6,723,378</td>
</tr>
<tr>
<td>Fixed deposits</td>
<td>4,835,154</td>
<td>2,334,378</td>
</tr>
<tr>
<td>Less: Fixed deposit subject to restriction</td>
<td>(4,665,009)</td>
<td>(80,850)</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of year</strong></td>
<td>3,341,092</td>
<td>8,976,906</td>
</tr>
</tbody>
</table>

The notes set out on pages 47 to 67 form an integral part of and should be read in conjunction with this set of financial statements.
NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2011

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

1. GENERAL

Young Men’s Christian Association of Singapore (the "Association") is registered in Singapore under the Societies Act and the Charities Act. The principal activities of the Association consist of community services, education and child care services, sports and recreation and running of an international house. The Association is a member of National Council of Social Service. The Association has been registered as an Institute of Public Character since 2001 valid to 30 June 2014.

The address of registered office and principal place of operation of the Association is at One Orchard Road, Singapore 238824.

The subsidiary, YMCA Education Centre Limited, was incorporated in the Republic of Singapore on 21 September 2010 under the Companies Act, Chapter 50 as a company limited by guarantee.

The principal activities of the subsidiary are the provision of non-higher and higher education programmes. The subsidiary has been registered under the Enhanced Registration Framework with Council for Private Education for a period of 4 years and is valid from 11 October 2010 to 10 October 2014. The subsidiary was also given the EduTrust award which is valid from 16 December 2011 to 15 December 2015.

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association are expressed in Singapore dollar.

2. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of Preparation

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association have been prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the Statement of Recommended Accounting Practice ("RAP 6") and Singapore Financial Reporting Standards ("FRSs").

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for annual period beginning on or after 1 January 2011. The adoption of these new/revised FRSs and INT FRSs have no material effect on the financial statements.

b) Significant Accounting Estimates and Judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group’s accounting policies, reported amounts of assets, liabilities, income and expense and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

The critical accounting estimates and assumptions used and areas involving a high degree of judgement are described below.

Critical assumptions used and accounting estimates in applying accounting policies

Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on straight-line basis over their estimated useful lives. Management estimated the useful lives of these property, plant and equipment to be within 3 to 50 years. Changes in the expected level of usage could impact the economic useful lives and the residual values, if any, of these assets, therefore future depreciation charges could be revised.

Income tax

Significant judgement is required in determining the estimation of the Group provision for income tax. The Group recognises liabilities for expected tax issues based on estimates of whether additional tax will be due. When the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

b) Significant Accounting Estimates and Judgements (continued)

Critical judgements made in applying accounting policies

In the process of applying the entity’s accounting policies, management had made the following judgements that have the most significant effect on the amounts recognised in the financial statements.

Impairment of property, plant and equipment

The Group assesses annually whether property, plant and equipment have any indication of impairment in accordance with the accounting policy. The recoverable amounts of property, plant and equipment have been determined based on value-in-use calculations. These calculations require the use of judgement and estimates.

Impairment of available-for-sale investments

The Group reviews its debt securities classified as available-for-sale investments at end of each reporting period to assess whether they are impaired. The Group also records impairment charges on available-for-sale equity investments when there has been a significant or prolonged decline in the fair value below their cost. The determination of what is “significant” or “prolonged” requires judgement. In making this judgement, the Group evaluates, among other factors, historical share price movements and the duration and extent to which the fair value of an investment is less than its cost.

Allowance for credit losses

The Group makes allowances for credit losses based on assessment of the recoverability of trade and other receivables. Allowances are applied to trade and other receivables where events or changes in circumstances indicate that the balances may not be collectible. The identification of credit losses requires the use of judgement and estimates. Where the expected outcome is different from original estimate, such difference will impact carrying value of trade and other receivables and doubtful debt expenses in the period in which such estimate had been changed.

c) Subsidiary

A subsidiary is an entity over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities.

d) Basis of Consolidation

Pooling of interests method

For business combinations outside the scope of FRS 103 i.e. business combination involving companies under common control, pooling of interests method is used.

Under merger accounting, the assets, liabilities, revenue, expenses and cash flows of all the entities within the Group are combined after making such adjustments as are necessary to achieve consistency of accounting policies. The comparative figures for the preceding financial years have been presented on similar basis. This manner of presentation reflects the economic substance of the combining companies, which are under common control throughout the relevant period, as a single economic enterprise, although the legal parent-subsidiary relationships were not established until after the acquisition date.

e) Property, Plant and Equipment and Depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on a straight-line method so as to write off the cost of these assets over their estimated useful lives as follows: -

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold land &amp; building</td>
<td>2%</td>
</tr>
<tr>
<td>Plant and machinery</td>
<td>12.5%</td>
</tr>
<tr>
<td>Renovation</td>
<td>12.5% to 20%</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>20% to 33.3%</td>
</tr>
<tr>
<td>Office equipment</td>
<td>20%</td>
</tr>
<tr>
<td>Furniture and fittings</td>
<td>20%</td>
</tr>
<tr>
<td>Computer software</td>
<td>33.3%</td>
</tr>
</tbody>
</table>
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) Property, Plant and Equipment and Depreciation (continued)

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

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

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 assets is included in the statement of financial activities in the year the asset is derecognised.

f) Government Grants

A government grant is recognised when there is reasonable assurance that the conditions attaching to it will be complied with and the grant will be received.

Asset-related grants are deducted from the cost of acquisition of the asset to arrive at the carrying amount which is then depreciated in accordance with the accounting policy on property, plant and equipment and depreciation.

g) Inventories

Inventories comprising goods like souvenirs for resale, are stated at the lower of cost and net realisable value. Cost is determined on the specific identification basis.

h) Impairment of Non-Financial Assets

The Group assesses at the end of each reporting period whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset’s recoverable amount.

An asset’s recoverable amount is the higher of an asset’s or cash-generating unit’s fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses are recognised in the statement of financial activities in those expense categories consistent with the function of the impaired asset, except for assets that are previously revalued where the revaluation was taken to the asset revaluation reserve. In this case, the impairment is also recognised in the asset revaluation reserve up to the amount of any previous revaluation.

An assessment is made at the end of each reporting period as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset’s or cash-generating unit’s recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset’s recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in the statement of financial activities unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i) Financial Assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial assets at initial recognition. When financial assets are recognised initially, they are measured at fair value, plus, directly attributable transaction costs.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Loans and Receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of financial activities when the loans and receivables are derecognised or impaired, and through the amortisation process.

Available-for-sale financial assets

Available-for-sale financial assets include equity and debt securities. Equity investments classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss. Debt securities in this category are those which are intended to be held for an indefinite period of time and which may be sold in response to needs for liquidity or in response to changes in the market conditions.

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial asset are recognised in the fair value reserve within fund, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in the statement of financial activities. The cumulative gain or loss previously recognised in fair value reserve fund is reclassified from fair value reserve to statement of financial activities as a reclassification adjustment when the financial asset is derecognised.

Derecognition

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

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the market place concerned.

j) Cash and Cash Equivalents

Cash and cash equivalents consist of cash in hand and at bank and fixed deposits net of fixed deposits subject to restriction which form part of the Group’s cash management that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

k) Impairment of Financial Assets

The Group assesses at the end of each reporting period whether there is any objective evidence that a financial asset is impaired.

Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Group first assesses individually whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial asset with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

k) Impairment of Financial Assets (continued)

Financial assets carried at amortised cost (continued)

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in the statement of financial activities.

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written off against the carrying value of the financial asset.

To determine whether there is objective evidence that an impairment loss on financial assets has incurred, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in the statement of financial activities.

Available-for-sale financial assets

In the case of equity investments classified as available-for-sale, objective evidences of impairment include (i) significant financial difficulty of the issuer or obligor, (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its costs. ‘Significant’ is to be evaluated against the original cost of the investment and ‘prolonged’ against the period in which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its acquisition cost (net of any principal repayment and amortisation) and its current fair value, less any impairment loss previously recognised in the statement of financial activities, is transferred from fund and recognised in the statement of financial activities. Reversals of impairment losses in respect of equity instruments are not recognised in the statement of financial activities; increase in their fair value after impairment are recognised directly in fund.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the statement of financial activities. Future interest income continues to be accrued based on the reduced carrying amount of the asset and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income. If in a subsequent year, the fair value of a debt instrument increases and the increases can be objectively related to an event occurring after the impairment loss was recognised in the statement of financial activities, the impairment loss is reversed in the statement of financial activities.

l) Funds

Unless specifically indicated, fund balances are not represented by any specific accounts, but are represented by all assets of the Group.

m) Building Asset Capitalisation Reserve

Designated donations for the renovation/construction of the YMCA building are credited to the Building Asset Capitalisation Reserve. These amounts are recognised in the statement of financial activities over the period necessary to match the depreciation on the portion of the certification of the renovation/construction funded by such donations.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

n) Club Accounts

Club accounts are maintained for clubs involved in various activities. Income and expenditure of the clubs are taken directly to the club accounts.

o) Financial Liabilities

Initial recognition and measurement

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

All financial liabilities are recognised initially at fair value, plus, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of financial activities when the liabilities are derecognised, and through the amortisation process.

Derecognition

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

p) Provisions

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

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

q) Contingencies

A contingent liability is:

A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or A present obligation that arises from past events but is not recognised because:

i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

ii) The amount of the obligation cannot be measured with sufficient reliability.

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

Contingent liabilities and assets are not recognised on the balance sheet of the Group.

r) Income Recognition

Income is recognised to the extent that it is probable that the economic benefits will flow to the Group and the income can be reliably measured, regardless of when the payment is made.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

r) Income Recognition (continued)

Income is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Group assesses its revenue arrangements to determine if it is acting as principal or agent. The Group has concluded that it is acting as a principal in all of its revenue arrangements.

Income is recognised on the following basis:

i) Donations – when money is received or pledged and collection is certain
ii) Education and Child and Student Care – over the period of instruction and care given to the student and child
iii) Other services – when services are rendered
iv) Interest – using the effective interest method
v) Dividend – when the Group’s right to receive payment is established
vi) Rental – on a straight-line basis over the lease terms

s) Employee Benefits

Defined Contribution Plans

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

Employee Leave Entitlement

Employee entitlement to annual leave is recognised when it accrues to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the balance sheet date.

t) Foreign Currency Transactions

Functional and Presentation Currencies

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates (“the functional currency”). The financial statements of the Group are presented in Singapore dollar, which is the functional currency of the Group.

Transactions and Balances

Transactions in foreign currencies are converted at rates closely approximating those ruling at transaction dates. Monetary assets and liabilities in foreign currencies are translated into Singapore dollar at rates of exchange ruling at the end of reporting period. Exchange differences arising from such transactions are taken to the statement of financial activities.

u) Leases

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

v) Income Taxes

Current tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in the statement of financial activities except to the extent that the tax relates to items directly in fund, in which case it is recognised in fund. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

v) Income Taxes (continued)

Deferred tax

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

Deferred tax liabilities are recognised for all temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred income tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

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

Deferred tax relating to items recognised directly in fund, in which case it is recognised in fund. Deferred tax items are recognised in correlation to the underlying transaction directly in fund and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

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

w) Related Parties

A related party is defined as follows:-

(a) A person or a close member of that person’s family is related to the Group and Association if that person:

(i) Has control or joint control over the Association;

(ii) Has significant influence over the Association; or

(iii) Is a member of the key management personnel of the Group or Association or of a parent of the Association.

(b) An entity is related to the Group and the Association if any of the following conditions applies:

(i) The entity and the Association are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

(iii) Both entities are joint ventures of the same third party.
2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

w) Related Parties (continued)

(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(v) The entity is a post-employment benefit plan for the benefit of employees of either the Association or an entity related to the Association. If the Association is itself such a plan, the sponsoring employers are also related to the Association.

(vi) The entity is controlled or jointly controlled by a person identified in (a).

(vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
## 3. PROPERTY, PLANT AND EQUIPMENT

<table>
<thead>
<tr>
<th></th>
<th>Leasehold Land &amp; Building</th>
<th>Plant and Machinery</th>
<th>Renovations</th>
<th>Computer Equipment</th>
<th>Office Equipment</th>
<th>Furniture &amp; Fittings</th>
<th>Computer Software</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 01.01.2010</td>
<td>12,079,195</td>
<td>1,320,243</td>
<td>12,070,083</td>
<td>319,470</td>
<td>269,197</td>
<td>1,170,784</td>
<td>207,579</td>
<td>27,436,551</td>
</tr>
<tr>
<td>Additions</td>
<td>69,316</td>
<td>856,749</td>
<td>37,736</td>
<td>93,536</td>
<td>101,324</td>
<td>(17,500)</td>
<td>(48,499)</td>
<td></td>
</tr>
<tr>
<td>Grant received</td>
<td>(18,056)</td>
<td>(12,943)</td>
<td>37,736</td>
<td>93,536</td>
<td>101,324</td>
<td>(17,500)</td>
<td>(48,499)</td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>(552)</td>
<td></td>
<td>(18,056)</td>
<td>(12,943)</td>
<td></td>
<td>(17,500)</td>
<td>(48,499)</td>
<td></td>
</tr>
<tr>
<td><strong>At 31.12.2010 and 01.01.2011</strong></td>
<td>12,079,195</td>
<td>1,389,007</td>
<td>12,908,776</td>
<td>344,263</td>
<td>362,733</td>
<td>1,244,673</td>
<td>209,444</td>
<td>28,538,091</td>
</tr>
<tr>
<td>Additions</td>
<td>9,022</td>
<td>1,121,139</td>
<td>98,860</td>
<td>206,180</td>
<td>203,011</td>
<td>7,550</td>
<td>1,645,762</td>
<td></td>
</tr>
<tr>
<td>Grants received</td>
<td>(39,719)</td>
<td>(29,455)</td>
<td>(1,383)</td>
<td>(2,124)</td>
<td></td>
<td>(72,881)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disposals</td>
<td>(116)</td>
<td></td>
<td>(1,383)</td>
<td>(2,124)</td>
<td></td>
<td>(72,881)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>At 31.12.2011</strong></td>
<td>12,079,195</td>
<td>1,398,029</td>
<td>13,990,080</td>
<td>413,668</td>
<td>567,530</td>
<td>1,445,560</td>
<td>216,994</td>
<td>30,111,056</td>
</tr>
</tbody>
</table>

### Accumulated Depreciation

<table>
<thead>
<tr>
<th></th>
<th>Leasehold Land &amp; Building</th>
<th>Plant and Machinery</th>
<th>Renovations</th>
<th>Computer Equipment</th>
<th>Office Equipment</th>
<th>Furniture &amp; Fittings</th>
<th>Computer Software</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At 01.01.2010</strong></td>
<td>6,034,827</td>
<td>1,253,944</td>
<td>8,138,142</td>
<td>261,144</td>
<td>124,562</td>
<td>1,012,789</td>
<td>196,786</td>
<td>17,022,194</td>
</tr>
<tr>
<td>Depreciation for the year</td>
<td>241,584</td>
<td>18,205</td>
<td>980,170</td>
<td>37,053</td>
<td>49,984</td>
<td>58,828</td>
<td>6,143</td>
<td>1,391,967</td>
</tr>
<tr>
<td>Disposals</td>
<td>(132)</td>
<td></td>
<td>(132)</td>
<td></td>
<td></td>
<td>(27,432)</td>
<td></td>
<td>(27,564)</td>
</tr>
<tr>
<td><strong>At 31.12.2010 and 01.01.2011</strong></td>
<td>6,276,411</td>
<td>1,272,017</td>
<td>9,118,312</td>
<td>298,197</td>
<td>174,546</td>
<td>1,044,185</td>
<td>202,929</td>
<td>18,386,597</td>
</tr>
<tr>
<td>Depreciation for the year</td>
<td>241,584</td>
<td>22,414</td>
<td>1,136,853</td>
<td>32,633</td>
<td>80,273</td>
<td>72,419</td>
<td>5,984</td>
<td>1,592,160</td>
</tr>
<tr>
<td>Disposals</td>
<td>(77)</td>
<td></td>
<td>(77)</td>
<td></td>
<td></td>
<td>(77)</td>
<td></td>
<td>(77)</td>
</tr>
<tr>
<td><strong>At 31.12.2011</strong></td>
<td>6,517,995</td>
<td>1,294,431</td>
<td>10,255,088</td>
<td>330,830</td>
<td>254,819</td>
<td>1,116,604</td>
<td>208,913</td>
<td>19,978,680</td>
</tr>
</tbody>
</table>

### Net Book Value

<table>
<thead>
<tr>
<th></th>
<th>Leasehold Land &amp; Building</th>
<th>Plant and Machinery</th>
<th>Renovations</th>
<th>Computer Equipment</th>
<th>Office Equipment</th>
<th>Furniture &amp; Fittings</th>
<th>Computer Software</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31.12.2011</td>
<td>5,561,200</td>
<td>103,598</td>
<td>3,734,992</td>
<td>82,838</td>
<td>312,711</td>
<td>328,956</td>
<td>8,081</td>
<td>10,132,376</td>
</tr>
<tr>
<td>At 31.12.2010</td>
<td>5,802,784</td>
<td>116,990</td>
<td>3,790,464</td>
<td>46,066</td>
<td>188,187</td>
<td>200,488</td>
<td>6,515</td>
<td>10,151,494</td>
</tr>
</tbody>
</table>

The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.
### 3. Property, Plant and Equipment (Continued)

#### Accumulated Depreciation

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold Land &amp; Building</td>
<td>12,079,195</td>
<td>5,561,200</td>
<td>6,517,995</td>
<td>5,601,200</td>
</tr>
<tr>
<td>Plant &amp; Machinery</td>
<td>1,398,029</td>
<td>103,598</td>
<td>1,294,431</td>
<td>5,560,200</td>
</tr>
<tr>
<td>Furniture &amp; Fittings</td>
<td>13,990,080</td>
<td>3,734,992</td>
<td>10,255,088</td>
<td>3,734,992</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>413,868</td>
<td>82,838</td>
<td>330,830</td>
<td>82,838</td>
</tr>
<tr>
<td>Computer Software</td>
<td>591,500</td>
<td>30,810</td>
<td>260,690</td>
<td>30,810</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>1,444,710</td>
<td>19,978</td>
<td>11,998</td>
<td>19,978</td>
</tr>
<tr>
<td>Total</td>
<td>20,110,206</td>
<td>10,056,500</td>
<td>10,053,706</td>
<td>10,053,706</td>
</tr>
</tbody>
</table>

**Notes:**
- The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.
- The land is leased for 999 years commencing from November 1902. No capital sum was paid for the lease.
### 4. AVAILABLE-FOR-SALE FINANCIAL ASSETS

<table>
<thead>
<tr>
<th></th>
<th>GROUP AND ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
</tr>
<tr>
<td><strong>Quoted investments</strong></td>
<td></td>
</tr>
<tr>
<td>Bonds*</td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>1,256,700</td>
</tr>
<tr>
<td>Additions during the year</td>
<td>2,017,000</td>
</tr>
<tr>
<td>Disposals during the year</td>
<td>(506,850)</td>
</tr>
<tr>
<td>Net fair value gains recognised in fund</td>
<td>74,475</td>
</tr>
<tr>
<td><strong>Balance at end of the year</strong></td>
<td>2,841,325</td>
</tr>
<tr>
<td><strong>Equities</strong></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>1,566,833</td>
</tr>
<tr>
<td>Additions during the year</td>
<td>1,737,479</td>
</tr>
<tr>
<td>Disposals during the year</td>
<td>–</td>
</tr>
<tr>
<td>Net fair value (losses)/gains recognised in fund</td>
<td>(395,339)</td>
</tr>
<tr>
<td><strong>Balance at end of the year</strong></td>
<td>2,908,973</td>
</tr>
<tr>
<td><strong>REITs</strong></td>
<td></td>
</tr>
<tr>
<td>Balance at beginning of the year</td>
<td>473,710</td>
</tr>
<tr>
<td>Additions during the year</td>
<td>363,578</td>
</tr>
<tr>
<td>Disposals during the year</td>
<td>–</td>
</tr>
<tr>
<td>Net fair value (losses)/gains recognised in fund</td>
<td>(159,638)</td>
</tr>
<tr>
<td><strong>Balance at end of the year</strong></td>
<td>677,650</td>
</tr>
<tr>
<td><strong>Total available-for-sale financial assets at end of the year</strong></td>
<td>6,427,948</td>
</tr>
</tbody>
</table>

*Bonds comprise of:-

1% p.a. corporate bond due 20.07.2013 | 264,075 | 263,300 |
2.95% p.a. corporate bond due 20.06.2022 | 230,750 | 235,000 |
3.27% p.a. corporate bond due 19.02.2020 | 267,500 | 251,550 |
2.5% p.a. corporate bond due 23.06.2013 | 2,079,000 | – |
5% p.a. corporate bond due 06.09.2011 | – | 255,450 |
1% p.a. corporate bond due 15.04.2011 | – | 251,400 |

**Total available-for-sale financial assets at end of the year** | 2,841,325 | 1,256,700 |

### 5. RECEIVABLES

<table>
<thead>
<tr>
<th></th>
<th>GROUP</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>501,228</td>
<td>504,265</td>
</tr>
<tr>
<td>Event advances</td>
<td>42,493</td>
<td>56,377</td>
</tr>
<tr>
<td>Interest receivables</td>
<td>20,453</td>
<td>1,090</td>
</tr>
<tr>
<td>Other receivables</td>
<td>33,762</td>
<td>20,975</td>
</tr>
<tr>
<td><strong>Total receivables</strong></td>
<td>597,936</td>
<td>582,707</td>
</tr>
</tbody>
</table>

Trade receivables are non-interest bearing and are generally on 14 days credit terms. They are recognised at their original invoiced amounts which represent their fair values on initial recognition.
5. RECEIVABLES (CONTINUED)

These receivables are unsecured and the analysis of their aging at the balance sheet date is as follows:-

<table>
<thead>
<tr>
<th></th>
<th>GROUP 2011</th>
<th>GROUP 2010</th>
<th>ASSOCIATION 2011</th>
<th>ASSOCIATION 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not past due</td>
<td>78,667</td>
<td>30,766</td>
<td>15,387</td>
<td>13,619</td>
</tr>
<tr>
<td>Past due 1-30 days</td>
<td>284,246</td>
<td>132,526</td>
<td>284,221</td>
<td>125,348</td>
</tr>
<tr>
<td>Past due 31-60 days</td>
<td>21,175</td>
<td>221,089</td>
<td>21,150</td>
<td>221,089</td>
</tr>
<tr>
<td>Past due 61-90 days</td>
<td>29,574</td>
<td>43,350</td>
<td>22,483</td>
<td>43,350</td>
</tr>
<tr>
<td>Past due 91-120 days</td>
<td>54,037</td>
<td>1,684</td>
<td>54,037</td>
<td>1,684</td>
</tr>
<tr>
<td>Past due more than 120 days</td>
<td>33,529</td>
<td>74,850</td>
<td>33,529</td>
<td>74,850</td>
</tr>
<tr>
<td></td>
<td>501,228</td>
<td>504,265</td>
<td>430,807</td>
<td>479,940</td>
</tr>
</tbody>
</table>

Trade receivables include amount of $422,561 and $415,420 (2010: $473,499 and $466,321) for the Group and the Association respectively which are past due at the balance sheet date but not impaired.

6. FIXED DEPOSITS

Fixed deposits earned interest at 0.19% to 0.80% (2010: 0.16% to 0.32%) per annum and matured within 3 months to 24 months (2010: 3 month to 6 months). As at 31 December 2011, a financial institution had issued letters of guarantee of $211,217 (2010: $80,850) to third parties on behalf of the Group and the Association, with a charge on fixed deposits (Note 23).

7. CASH AND BANK BALANCES

Cash and bank balances are denominated in the following currencies:

<table>
<thead>
<tr>
<th></th>
<th>GROUP 2011</th>
<th>GROUP 2010</th>
<th>ASSOCIATION 2011</th>
<th>ASSOCIATION 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Zealand Dollar</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Singapore Dollar</td>
<td>3,088,484</td>
<td>6,706,360</td>
<td>1,898,269</td>
<td>6,372,965</td>
</tr>
<tr>
<td>United States Dollar</td>
<td>1,785</td>
<td>6,110</td>
<td>1,785</td>
<td>6,110</td>
</tr>
<tr>
<td>Malaysian Ringgit</td>
<td>–</td>
<td>911</td>
<td>–</td>
<td>911</td>
</tr>
<tr>
<td>Hong Kong Dollar</td>
<td>–</td>
<td>84</td>
<td>–</td>
<td>84</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>–</td>
<td>1,104</td>
<td>–</td>
<td>1,104</td>
</tr>
<tr>
<td>Australian Dollar</td>
<td>80,673</td>
<td>8,804</td>
<td>–</td>
<td>926</td>
</tr>
<tr>
<td></td>
<td>3,170,947</td>
<td>6,723,378</td>
<td>1,900,059</td>
<td>6,382,105</td>
</tr>
</tbody>
</table>
8. OTHER FUNDS

<table>
<thead>
<tr>
<th></th>
<th>GROUP AND ASSOCIATION</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>At beginning of year</td>
<td>At end of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Service Fund</td>
<td>15,106</td>
<td>496,614</td>
<td>(511,720)</td>
<td>–</td>
</tr>
<tr>
<td>YMCA FACES</td>
<td>107,207</td>
<td>270,270</td>
<td>(69,114)</td>
<td>308,363</td>
</tr>
<tr>
<td>Project Bridge Fund</td>
<td>206,326</td>
<td>26,320</td>
<td>(126,477)</td>
<td>106,169</td>
</tr>
<tr>
<td>YMCA – Lim Kim San</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers Programme Fund</td>
<td>986,601</td>
<td>302,218</td>
<td>(185,194)</td>
<td>1,103,625</td>
</tr>
<tr>
<td></td>
<td>1,315,240</td>
<td>1,095,422</td>
<td>(892,505)</td>
<td>1,518,157</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disaster Relief Fund</td>
<td>88,289</td>
<td>32,871</td>
<td>(54,085)</td>
<td>67,075</td>
</tr>
<tr>
<td>Proyouth Village Fund</td>
<td>26,743</td>
<td>8,676</td>
<td>(4,945)</td>
<td>30,474</td>
</tr>
<tr>
<td>Rebuilding Community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme @ Duijiangyan Fund</td>
<td>167,687</td>
<td>123,887</td>
<td>(204,725)</td>
<td>86,849</td>
</tr>
<tr>
<td>YMCA – Seet Hong Kiat and Kuah Siew Eng Education Fund</td>
<td>–</td>
<td>20,000</td>
<td>–</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>282,719</td>
<td>185,434</td>
<td>(263,755)</td>
<td>204,398</td>
</tr>
<tr>
<td></td>
<td>1,597,959</td>
<td>1,280,856</td>
<td>(1,156,260)</td>
<td>1,722,555</td>
</tr>
</tbody>
</table>

Community Service Fund was set up for the purpose of funding community service programmes.

YMCA FACES (Financial Assistance and Capability for Employment Scheme) seeks to provide short-term supplementary financial aid to needy families, address the growing need for employment of people with special needs and provide meaningful work training attachment opportunities for the YMCA Project Bridge youth.

Project Bridge Fund was set up mainly for the purpose of providing academic programmes and personal developments for early school leavers and youth-at-risk.

YMCA – Lim Kim San Volunteers Programme Fund was set up for the purpose of promoting volunteerism and to recruit, retain and motivate volunteers.

Disaster Relief Fund was set up for the purpose of supporting the major volunteer relief and rehabilitation works undertaken by the Group and the Association.

Proyouth Village Fund was set up for the purpose of road repair in Proyouth Village in Siem Reap, Cambodia.

Rebuilding Community Programme @ Duijiangyan Fund was set up for the purpose of supporting the Group and Association’s rebuilding community programmes in Sichuan, China.

YMCA – Seet Hiong Kiat and Kuah Siew Eng Education Fund was set up to provide educational sponsorship for needy beneficiary students overseas who desire to pursue higher education but do not have adequate means to do so.

9. CLUB ACCOUNTS

<table>
<thead>
<tr>
<th></th>
<th>GROUP AND ASSOCIATION</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>At beginning of year</td>
<td>At end of year</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Toastmasters Club</td>
<td>2,151</td>
<td>8,559</td>
<td>(6,465)</td>
<td>4,245</td>
</tr>
<tr>
<td>Folk Dance Club</td>
<td>1,941</td>
<td>2,187</td>
<td>(4,523)</td>
<td>(395)</td>
</tr>
<tr>
<td>Y* Spark’s Fencing</td>
<td>455</td>
<td>854</td>
<td>(1,309)</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>4,547</td>
<td>11,600</td>
<td>(12,297)</td>
<td>3,850</td>
</tr>
</tbody>
</table>
10. PAYABLES AND ACCRUALS

<table>
<thead>
<tr>
<th></th>
<th>GROUP</th>
<th>2011</th>
<th>ASSOCIATION</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Trade payables</td>
<td>483,850</td>
<td>453,455</td>
<td>480,842</td>
<td>438,335</td>
</tr>
<tr>
<td>Advance billing</td>
<td>51,769</td>
<td>81,708</td>
<td>51,769</td>
<td>81,708</td>
</tr>
<tr>
<td>Accrued operating expenses</td>
<td>972,132</td>
<td>321,842</td>
<td>305,517</td>
<td>222,295</td>
</tr>
<tr>
<td>Other payables</td>
<td>672,908</td>
<td>763,459</td>
<td>671,062</td>
<td>517,255</td>
</tr>
<tr>
<td>Deposits payable</td>
<td>631,778</td>
<td>554,069</td>
<td>631,778</td>
<td>554,069</td>
</tr>
<tr>
<td>Funds/Fees received in advance</td>
<td>1,140,579</td>
<td>903,267</td>
<td>410,609</td>
<td>296,863</td>
</tr>
<tr>
<td></td>
<td>3,953,016</td>
<td>3,077,800</td>
<td>2,551,577</td>
<td>2,110,525</td>
</tr>
</tbody>
</table>

Payables and accruals are denominated in the following currencies: -

Singapore Dollar 2,404,721 2,092,825 2,089,199 1,731,954
Australian Dollar 355,947 – – –

Payables and accruals are denominated in the following currencies: -

2,760,668 2,092,825 2,089,199 1,731,954

11. AMOUNT DUE TO A SUBSIDIARY

Amount due to a subsidiary is non-trade, unsecured, interest-free, repayable on demand and is to be settled in cash.

12. OTHER INCOME

<table>
<thead>
<tr>
<th></th>
<th>GROUP</th>
<th>2011</th>
<th>ASSOCIATION</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Other income comprises of: -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management fee income</td>
<td>–</td>
<td>–</td>
<td>1,461,017</td>
<td>–</td>
</tr>
<tr>
<td>Rental</td>
<td>362,215</td>
<td>211,837</td>
<td>362,215</td>
<td>211,837</td>
</tr>
<tr>
<td>Sundries</td>
<td>88,717</td>
<td>79,855</td>
<td>88,717</td>
<td>79,855</td>
</tr>
<tr>
<td></td>
<td>450,932</td>
<td>291,692</td>
<td>1,911,949</td>
<td>291,692</td>
</tr>
</tbody>
</table>

13. TOTAL RESOURCES EXPENDED

<table>
<thead>
<tr>
<th></th>
<th>GROUP</th>
<th>2011</th>
<th>ASSOCIATION</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Total resources expended for the year are arrived at after charging/(crediting): -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad debts written off</td>
<td>6,658</td>
<td>2,735</td>
<td>6,658</td>
<td>2,735</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,592,160</td>
<td>1,391,967</td>
<td>1,592,089</td>
<td>1,391,967</td>
</tr>
<tr>
<td>Exchange difference</td>
<td>103</td>
<td>(1,924)</td>
<td>266</td>
<td>(1,924)</td>
</tr>
<tr>
<td>Staff costs* comprise: -</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Salaries and other costs</td>
<td>6,975,837</td>
<td>5,950,099</td>
<td>6,975,837</td>
<td>5,950,099</td>
</tr>
<tr>
<td>- Employer’s contribution to CPF</td>
<td>644,803</td>
<td>443,550</td>
<td>644,803</td>
<td>443,550</td>
</tr>
<tr>
<td>- Grant from jobs credit scheme</td>
<td>– (92,253)</td>
<td>–</td>
<td>(92,253)</td>
<td>–</td>
</tr>
</tbody>
</table>

* Includes key management personnel compensation as disclosed in Note 14 below.
14. KEY MANAGEMENT PERSONNEL COMPENSATION

Key management personnel of the Group and the Association are those having the authority and responsibility for planning, directing and controlling the activities of the Group and the Association. The members of the Board of Directors and the Senior Management Team are considered as key management personnel of the Group and the Association.

The number of key executives who received emoluments above S$100,000 for the financial year is two employees (2010: 2) with emoluments above S$100,000 but less than S$150,000.

None of the directors received any emoluments in respect of their service as directors of the Group and the Association for both of the financial years.

15. TAXATION

The Association has been registered as a charity under the Charities Act and is exempted from income tax for the financial year under the provisions of the Income Tax Act Cap. 134.

At the balance sheet date, the Group has unabsorbed tax losses of approximately S$NIL (2010: S$28,753) available for offsetting against future taxable profits of the Group subject to agreement with the Comptroller of Income Tax and compliance with relevant sections of the Income Tax Act. No deferred tax asset is recognised due to uncertainty of its recovery.

16. TAX EXEMPT DONATIONS

The Association received tax exempt donations amounting to S$1,090,044 (2010: S$810,960) during the financial year.
17. RELATED PARTY TRANSACTIONS

The following transactions took place between the Group/Association and the related parties at mutually agreed terms during the financial year:

<table>
<thead>
<tr>
<th>Transactions with related parties:</th>
<th>GROUP</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of services from a director related company</td>
<td>6,578</td>
<td>5,956</td>
</tr>
</tbody>
</table>

All transactions with these related parties are priced on an arm’s length basis.

18. CAPITAL COMMITMENTS

Capital expenditure contracted but not provided for in the financial statements:

<table>
<thead>
<tr>
<th>GROUP AND ASSOCIATION</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovation</td>
<td>312,970</td>
<td>–</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>139,999</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>452,969</td>
<td>–</td>
</tr>
</tbody>
</table>

19. OPERATING LEASE COMMITMENTS

Operating lease commitments – as lessee

Rental of copiers for the year amounts to S$29,583 and S$19,748 (2010: S$21,156 and S$19,143) for the Group and the Association respectively.

At balance sheet date, the Group and the Association were committed to make the following lease payments in respect of the rent of copiers with a term of more than one year:

<table>
<thead>
<tr>
<th>GROUP</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td>S$</td>
<td>S$</td>
</tr>
<tr>
<td>Within one year</td>
<td>32,340</td>
</tr>
<tr>
<td>After 1 year but within 5 years</td>
<td>74,723</td>
</tr>
<tr>
<td></td>
<td>107,063</td>
</tr>
</tbody>
</table>

None of the leases include contingent rent.

Operating lease commitments – as lessor

Rental of premises for the year amounts to S$362,215 and S$362,215 (2010: S$211,837 and S$211,837) for the Group and the Association respectively.
19. OPERATING LEASE COMMITMENTS (CONTINUED)

Operating lease commitments – as lessor (Continued)

At balance sheet date, the Group and the Association were committed to receive the following lease payments in respect of the rent of the premises with a term of more than one year:

<table>
<thead>
<tr>
<th></th>
<th>GROUP AND ASSOCIATION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td>Within 1 year</td>
<td>313,852</td>
<td>313,852</td>
</tr>
<tr>
<td>After 1 year but within 5 years</td>
<td>102,015</td>
<td>431,819</td>
</tr>
<tr>
<td></td>
<td>415,867</td>
<td></td>
</tr>
</tbody>
</table>

None of the leases include contingent rent.

20. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The management of the Group monitors and manages the financial risk relating to the operations of the Group to ensure appropriate measures are implemented in a timely and effective manner. These risks include market risk, credit risk and liquidity risk.

Foreign Currency Risk

The Group has minimal dealings in foreign currencies and as such, the Group is not significantly exposed to foreign currency risk. Sensitivity analysis is not performed as the impact is not significant.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group’s financial instruments will fluctuate because of changes in market interest rates. The Group’s interest rate exposure relates primarily to its investment portfolio in fixed deposits and bonds. As at balance sheet date, the Group is not significantly exposed to interest rate risk. Sensitivity analysis is not performed as the impact is not significant.

Price Risk

The Group is exposed to securities price risk because of the investments held by the Group which are classified on the balance sheet as available-for-sale financial assets. To manage its price risk arising from investments in securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the asset allocation set by the Group, which is reviewed on a regular basis.

Credit Risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted the policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group does not expect to incur material credit losses on its financial assets.

Financial assets that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors. Cash and cash equivalents that are neither past due nor impaired are placed with financial institutions with high credit ratings.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 5.

Liquidity Risk

The Management manages the liquidity prudently and aims at maintaining an adequate level of liquidity.

The maturity profile of the Group’s financial liabilities is within twelve months from the balance sheet date.
21. RESERVES POLICY

The following table sets out the reserves position as at the balance sheet date:

<table>
<thead>
<tr>
<th>GROUP</th>
<th>2011</th>
<th>2010</th>
<th>% Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (*Reserves)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Accumulated Fund</td>
<td>13,711,068</td>
<td>12,777,492</td>
<td>7</td>
</tr>
<tr>
<td>– Capital Replacement Fund</td>
<td>775,704</td>
<td>629,417</td>
<td>23</td>
</tr>
<tr>
<td>– Fair Value Reserve</td>
<td>(499,676)</td>
<td>(29,574)</td>
<td>&gt;100</td>
</tr>
<tr>
<td>– Other Funds</td>
<td>1,518,157</td>
<td>1,315,240</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>15,505,253</td>
<td>14,692,575</td>
<td></td>
</tr>
<tr>
<td>– Building Asset Capitalisation Reserve</td>
<td>5,562,867</td>
<td>5,140,260</td>
<td>8</td>
</tr>
<tr>
<td>– Other Funds</td>
<td>204,398</td>
<td>282,719</td>
<td>-28</td>
</tr>
<tr>
<td>– Club Accounts</td>
<td>3,850</td>
<td>4,547</td>
<td>-15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Funds</td>
<td>21,276,368</td>
<td>20,120,101</td>
<td></td>
</tr>
<tr>
<td>Ratio of *Reserves to annual operating expenditure</td>
<td>2.207</td>
<td>2.374</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSOCIATION</th>
<th>2011</th>
<th>2010</th>
<th>% Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds (*Reserves)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Accumulated Fund</td>
<td>13,711,898</td>
<td>12,806,245</td>
<td>7</td>
</tr>
<tr>
<td>– Capital Replacement Fund</td>
<td>775,704</td>
<td>629,417</td>
<td>23</td>
</tr>
<tr>
<td>– Fair Value Reserve</td>
<td>(499,676)</td>
<td>(29,574)</td>
<td>&gt;100</td>
</tr>
<tr>
<td>– Other Funds</td>
<td>1,518,157</td>
<td>1,315,240</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>15,506,083</td>
<td>14,721,328</td>
<td></td>
</tr>
<tr>
<td>– Building Asset Capitalisation Reserve</td>
<td>5,562,867</td>
<td>5,140,260</td>
<td>8</td>
</tr>
<tr>
<td>– Other Funds</td>
<td>204,398</td>
<td>282,719</td>
<td>-28</td>
</tr>
<tr>
<td>– Club Accounts</td>
<td>3,850</td>
<td>4,547</td>
<td>-15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Funds</td>
<td>21,277,198</td>
<td>20,148,854</td>
<td></td>
</tr>
<tr>
<td>Ratio of *Reserves to annual operating expenditure</td>
<td>2.207</td>
<td>2.379</td>
<td></td>
</tr>
</tbody>
</table>

The reserves that the Group has set aside provide financial stability and the means for the development of the Group’s principal activities. The Group targets for an optimum of three years of operating reserves from surpluses generated through its social enterprises. These reserves will be critical when donations dry up or the economy is at a downturn. The Group has set aside a percentage of its surpluses for large scale asset renewal as capital replacement fund. This allows the Group fundraising efforts to sustain its programmes and not to be detracted from fundraising for asset renewal purposes when the need arises.

The Board regularly reviews the amount of reserves that are required to ensure that they are adequate to fulfill the Group’s continuing obligations.
22. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The following table sets out the financial instruments as at the balance sheet date:

<table>
<thead>
<tr>
<th></th>
<th>GROUP 2011</th>
<th>GROUP 2010</th>
<th>ASSOCIATION 2011</th>
<th>ASSOCIATION 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Available-for-sale</td>
<td>6,427,948</td>
<td>3,297,243</td>
<td>6,427,948</td>
<td>3,297,243</td>
</tr>
<tr>
<td>financial assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans and receivables:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receivables</td>
<td>555,443</td>
<td>526,330</td>
<td>485,022</td>
<td>501,030</td>
</tr>
<tr>
<td>Deposits</td>
<td>20,015</td>
<td>39,242</td>
<td>15,982</td>
<td>39,242</td>
</tr>
<tr>
<td>Fixed deposits</td>
<td>4,835,154</td>
<td>2,334,378</td>
<td>4,835,154</td>
<td>2,334,378</td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>3,170,947</td>
<td>6,723,378</td>
<td>1,900,059</td>
<td>6,382,105</td>
</tr>
<tr>
<td>**Total financial</td>
<td>15,009,507</td>
<td>12,920,571</td>
<td>13,664,165</td>
<td>12,553,998</td>
</tr>
<tr>
<td>assets**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At amortised cost:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payables and accruals</td>
<td>2,760,668</td>
<td>2,092,825</td>
<td>2,089,199</td>
<td>1,731,954</td>
</tr>
<tr>
<td>Amount due to a</td>
<td>–</td>
<td>–</td>
<td>59,482</td>
<td>568,804</td>
</tr>
<tr>
<td>subsidiary</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>**Total financial</td>
<td>2,760,668</td>
<td>2,092,825</td>
<td>2,148,681</td>
<td>2,300,758</td>
</tr>
<tr>
<td>liabilities**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

23. CONTINGENT LIABILITY

As at 31 December 2011, a financial institution had issued letters of guarantee of S$211,217 (2010: S$80,850) to third parties on behalf of the Group and the Association, with a charge on fixed deposits (Note 6).

24. FAIR VALUES

**Fair value of financial instruments that are carried at fair value**

**Fair value hierarchy**

The Group classifies fair value measurement using fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

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

**Determination of fair value**

*Quoted bonds, equities and REITs*: Fair value is determined directly by reference to their published market bid prices at the balance sheet date.

Available-for-sale financial assets of the Group and the Association measured at fair value of S$6,427,948 (2010: S$3,297,243) are sourced from quoted prices in active markets for identical investments which is included in Level 1.

*Fair value of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value*

The carrying amounts of the financial assets (other than available-for-sale instrument) and financial liabilities are recorded in the financial statements at their approximate fair values, determined in accordance with the accounting policies disclosed in Note 2 to the financial statements.
25. FRS AND INT FRS NOT YET ADOPTED

The Group has not applied the following Standards and Interpretations that have been issued but not yet effective:

<table>
<thead>
<tr>
<th>Description</th>
<th>Effective for annual periods beginning on or after</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework</td>
<td>The Conceptual Framework for Financial Reporting 2010 (Chapters 1 and 3)</td>
</tr>
<tr>
<td>FRS 19 (Revised)</td>
<td>Employee Benefits</td>
</tr>
<tr>
<td>FRS 27</td>
<td>Separate Financial Statements</td>
</tr>
<tr>
<td>FRS 28</td>
<td>Investments in Associates and Joint Ventures</td>
</tr>
<tr>
<td>FRS 110</td>
<td>Consolidated Financial Statements</td>
</tr>
<tr>
<td>FRS 111</td>
<td>Joint Arrangements</td>
</tr>
<tr>
<td>FRS 112</td>
<td>Disclosure of Interests in Other Entities</td>
</tr>
<tr>
<td>FRS 113</td>
<td>Fair Value Measurements</td>
</tr>
<tr>
<td>Amendments to FRS 1</td>
<td>Presentation of Items of Other Comprehensive Income</td>
</tr>
<tr>
<td>Amendments to FRS 12</td>
<td>Deferred Tax: Recovery of Underlying Assets</td>
</tr>
<tr>
<td>Amendments to FRS 101</td>
<td>Severe Hyperinflation and Removal of Fixed Dates for First-time Adopters</td>
</tr>
<tr>
<td>Amendments to FRS 107</td>
<td>Disclosures - Transfers of Financial Assets</td>
</tr>
</tbody>
</table>

The initial application of these Standards, Amendments and Interpretations are not expected to have any material impact on the Group's financial statements.

The Group has not considered the impact of Accounting Standards issued after the balance sheet date.

26. AUTHORISATION OF FINANCIAL STATEMENTS

The consolidated financial statements of the Group and the balance sheet, statement of financial activities and statement of changes in general and specific funds of the Association for the financial year ended 31 December 2011 were authorised for issue in accordance with a resolution of the Board of Directors dated 20 March 2012.