

Financial Statements
The Boys' Brigade in Singapore

For the year ended 31 August 2025

Society information

Registered office

10 Kwong Avenue, Singapore 348884

Brigade executive

Patrick Koh Ley Boon
Oliver Loke Jia Wen
Dr Andrew Yong Yun Leong
Timothy Tan Jiat Meng
Daniel Lim Wei Chong
Wilson Tan Teck Hian
Ho Yew Keong
Chong Loi Foong
Rev Daniel Tong Wee Hwa
Philisa Neo Ching Lu
Kenneth Cheng Zemin
Caleb Cheong Chee Ngai
Alex Lum Kah Heng
Gerard Su Jin Song
Rev Daniel Tay Ban Hong
May Seah Yi
Chen Wei Ming
Loon Kin Yip Brendan
Low Jian Xin
Chua Kok Hwang Andy
Gabriel Leng Chengda
David Oh Tai Wai
Avery Ho Yi Ling
Foo Jia Ming
Rev Benjamin Fong

Banker

DBS Bank Ltd

Independent auditor

Foo Kon Tan LLP
Public Accountants and
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1 Raffles Place
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Singapore 048616

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Statement by the Brigade Executive

In the opinion of the Brigade Executive,

- (a) the accompanying financial statements are drawn up in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS") so as to present fairly, in all material respects, the state of affairs of The Boys' Brigade in Singapore (the "Society") as at 31 August 2025 and of the results, changes in funds and cash flows of the Society for the financial year ended;
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts when they fall due;
- (c) the Society has used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations;
- (d) the Society has complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations;
- (e) the fund-raising appeal held during the financial year ended 31 August 2025 has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal; and
- (f) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, and the Charities Act and Regulations.

The Brigade Executive approved and authorised the issue of these financial statements.

On behalf of the Brigade Executive,



Patrick Koh Ley Boon
Brigade President

27 OCT 2025



Chong Loi Foong
Brigade Treasurer

Independent auditor's report to the Brigade Council of The Boys' Brigade in Singapore

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Boys' Brigade in Singapore (the "Society"), which comprise the statement of financial position of the Society as at 31 August 2025, and the statement of financial activities, statement of changes in funds and statement of cash flows of the Society for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS") so as to present fairly, in all material respects, the state of affairs of the Society as at 31 August 2025 and of the results, changes in funds and cash flows of the Society for the year ended on that date.

Basis for Opinion

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

Other information

Management is responsible for the other information. The other information comprises the Statement by the Brigade Executive set out on page 1 and the other information included in the Annual Report for the financial year but does not include the financial statements and our auditor's report thereon.

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

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

Independent auditor's report to the Brigade Council of The Boys' Brigade in Singapore (Cont'd)

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

Responsibilities of Management and Brigade Executive for the Financial Statements

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

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

The Brigade Executive are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

Independent auditor's report to the Brigade Council of The Boys' Brigade in Singapore (Cont'd)

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

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

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

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

Report on Other Legal and Regulatory Requirements

In our opinion,

- (i) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and
- (ii) the fund raising appeal held on 2 March 2025 to 6 April 2025 has been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeal.

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

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



Foo Kon Tan LLP
Public Accountants and
Chartered Accountants

Singapore, 27 October 2025

Statement of financial position

as at 31 August 2025

	Note	31 August 2025 \$	31 August 2024 \$
Non-current assets			
Plant and equipment	3	670,263	1,326,261
Right-of-use assets	4	642,383	1,115,463
Other investments	5	3,237,155	1,639,580
		4,549,801	4,081,304
Current assets			
Inventories		180,637	161,776
Trade receivables		38,973	55,826
Sundry receivables and prepayments	6	286,788	287,831
Cash and cash equivalents	7	4,045,224	5,778,354
		4,551,622	6,283,787
Total assets		9,101,423	10,365,091
Funds and liabilities			
Accumulated fund (Unrestricted)		5,328,200	6,080,535
Other funds			
BB/GB Campsite Fund (Unrestricted)	10	197,738	190,060
BB Share-A-Gift Fund (Restricted)	10	1,642,955	1,558,613
Community Services Fund (Restricted)	10	128,384	135,449
Jimmy Koh Memorial Fund (Restricted)	10	6,196	66,196
BB Alumni Grant (Restricted)	10	58,027	63,627
BBHQ Development Fund (Restricted)	10	722,431	673,305
		2,755,731	2,687,250
Fair value reserve (Unrestricted)		4,387	(35,884)
		2,760,118	2,651,366
Total funds		8,088,318	8,731,901
Liabilities			
Non-current liabilities			
Provision for reinstatement costs	8	68,150	68,150
Lease liabilities	4	243,293	746,082
		311,443	814,232
Current liabilities			
Sundry payables and accruals	9	198,874	336,641
Lease liabilities	4	502,788	482,317
		701,662	818,958
Total liabilities		1,013,105	1,633,190
Total funds and liabilities		9,101,423	10,365,091

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of financial activities

for the financial year ended 31 August 2025

	Note	31 August 2025 \$	31 August 2024 \$
Income			
Boys' Brigade Week - donations		1,461,244	1,338,755
Government grants		848,492	887,807
Donations		700,796	808,033
BB campus income		46,620	1,520
Event and program related fees		54,075	62,816
Sales from BB shop	11	213,407	167,069
Investment income		58,076	59,939
Other income		105,515	103,237
Rental income		138,823	132,308
		3,627,048	3,561,484
Expenditure			
BB news		-	7,200
Cost of BB merchandise sold and BB shop expenses	11	160,438	162,333
Junior programme		22,598	38,609
Senior programme		147,101	195,513
Primers programme		26,014	43,241
Share-A-Gift programme		124,555	89,381
Public wish fulfilment purchases		34,917	39,894
BB Alumni Grant		8,600	9,600
Officers training		59,096	120,201
Adventure activities		2,386	4,886
Common programme		9,582	28,666
Companies' activities		812,059	841,800
Audit fees		29,648	32,328
BB campus expenses		44,891	67,790
BB week expenses		12,267	12,484
Computer software		71,841	3,940
Credit card charges		20,219	17,546
Depreciation of plant and equipment	3	639,864	692,706
Depreciation of right-of-use assets	4	473,080	459,309
Interest on lease liabilities	4	42,015	59,161
Gifts and wreath		1,808	1,701
Insurance		29,383	13,483
Medical fees		1,541	1,079
Office sundries and others		7,054	5,827
Repair and maintenance		21,793	85,469
Printing, postages and stationery		12,686	14,276
Professional fees		38,723	52,350
Promotion and marketing expenses		172,646	47,548
Salaries, bonus, CPF and SDF	12	1,226,911	1,317,605
Staff development		7,605	6,363
Telephone and website		7,013	7,279
Utilities		30,863	30,504
Other expenses		11,705	88,294
		4,310,902	4,598,366
Deficit for the year		(683,854)	(1,036,882)

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of financial activities

for the financial year ended 31 August 2025 (Cont'd)

	Note	31 August 2025 \$	31 August 2024 \$
Other comprehensive income			
<i>Items that may be reclassified subsequently to profit or loss</i>			
Change in fair value of debt investments at FVOCI	5	40,271	21,945
Other comprehensive income for the year		40,271	21,945
Total deficit and comprehensive loss for the year		(643,583)	(1,014,937)

Statement of changes in funds

2025	Unrestricted Funds			Restricted Funds					Total \$
	Accumulated Fund \$	BB/GB Campsite Fund \$	Fair Value Reserve \$	BB Share-A-Gift Fund \$	Community Services Fund \$	Jimmy Koh Memorial Fund \$	BB Alumni Fund \$	BBHQ Development Fund \$	
Balance as at 1 September 2024	6,080,535	190,060	(35,884)	1,558,613	135,449	66,196	63,627	673,305	8,731,901
(Deficit)/surplus for the year	(228,390)	7,678	-	84,342	(7,065)	-	(5,600)	(534,819)	(683,854)
Other comprehensive income									
Fair value gain	-	-	40,271	-	-	-	-	-	40,271
Total comprehensive (loss)/income for the financial year	(228,390)	7,678	40,271	84,342	(7,065)	-	(5,600)	(534,819)	(643,583)
Transfer of funds	(523,945)	-	-	-	-	(60,000)	-	583,945	-
Balance as at 31 August 2025	5,328,200	197,738	4,387	1,642,955	128,384	6,196	58,027	722,431	8,088,318

Statement of changes in funds for the financial year ended 31 August 2025 (Cont'd)

2024	Unrestricted Funds		Restricted Funds					Total \$
	Accumulated Fund \$	BB/GB Campsite Fund \$	Fair Value Reserve \$	BB Share- A-Gift Fund \$	Community Services Fund \$	Jimmy Koh Memorial Fund \$	BB Alumni Fund \$	BBHQ Development Fund \$
Balance as at 1 September 2023	6,600,970	168,617	(57,829)	1,495,531	143,929	66,196	53,227	1,276,197
(Deficit)/surplus for the year	(512,765)	21,443	-	63,082	(8,480)	-	10,400	(610,562)
Other comprehensive income	-	-	21,945	-	-	-	-	-
Fair value gain	-	-	21,945	-	-	-	-	-
Total comprehensive (loss)/ income for the financial year	(512,765)	21,443	21,945	63,082	(8,480)	-	10,400	(610,562)
Transfer of funds	(7,670)	-	-	-	-	-	-	7,670
Balance as at 31 August 2024	6,080,535	190,060	(35,884)	1,558,613	135,449	66,196	63,627	8,731,901

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

Statement of cash flows

for the financial year ended 31 August 2025

	31 August 2025 \$	31 August 2024 \$
Cash flows from operating activities		
Deficit for the financial year	(683,854)	(1,036,882)
Adjustments for:		
Depreciation of plant and equipment	639,864	692,706
Depreciation of right-of-use assets	473,080	459,309
Investment income	(58,076)	(59,939)
Interest on lease liabilities	42,015	59,161
Adjustment of plant and equipment	47,210	-
Operating surplus before working capital changes	460,239	114,355
(Increase)/decrease in inventories	(18,861)	29,072
Decrease/(increase) in receivables	17,896	(20,980)
(Decrease)/increase in payables	(137,767)	157,344
Net cash generated from operating activities	321,507	279,791
Cash flows from investing activities		
Interest received	58,076	59,939
Purchase of plant and equipment	(31,076)	(246,641)
Sale of other investments	630,000	1,170,000
Purchase of other investments	(2,187,304)	(1,229,766)
Net cash used in investing activities	(1,530,304)	(246,468)
Cash flows from financing activities		
Interest paid	(42,015)	(59,161)
Repayment of lease liabilities	(482,318)	(465,107)
Net cash used in financing activities	(524,333)	(524,268)
Net decrease in cash and cash equivalents	(1,733,130)	(490,945)
Cash and cash equivalents at beginning of financial year	5,778,354	6,269,299
Cash and cash equivalents at end of financial year	4,045,224	5,778,354

Reconciliation of liabilities arising from financing activities, excluding equity items

The following is the disclosures of the reconciliation of items for which cash flows have been, or would be, classified as financing activities, excluding equity items:

	1 September 2024 \$	Non-cash items		Cash flow		31 August 2025 \$
		Lease Addition* \$	Interest accretion \$	Principal repayment \$	Interest paid \$	
Lease liabilities	1,228,399	-	42,015	(482,318)	(42,015)	746,081

	1 September 2023 \$	Non-cash items		Cash flow		31 August 2024 \$
		Lease Addition* \$	Interest accretion \$	Principal repayment \$	Interest paid \$	
Lease liabilities	1,518,731	174,775	59,161	(465,107)	(59,161)	1,228,399

* This includes addition/reduction of provision for reinstatement costs

Notes to the financial statements

for the financial year ended 31 August 2025

1 General information

The Boys' Brigade in Singapore (the "Society") is a charity registered under the Charities Act 1994, and the Societies Act, 1966. The Society is also an approved Institution of a Public Character ("IPC") under the Income Tax Act, 1947.

The principal activities of the Society is to organise uniformed youth work for educational institutions. The Society's principal place of activities is at 10 Kwong Avenue, Singapore 348884.

The financial statements of the Society for the year ended 31 August 2025 were authorised for issue in accordance with a resolution of the Brigade Executive on the date of the Statement by the Brigade Executive.

2(a) Basis of preparation

The financial statements are prepared in accordance with provisions of the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRS"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars, which is the Society's functional currency. All financial information are presented in Singapore dollars, unless otherwise stated.

Significant accounting estimates and judgements

The preparation of the financial statements in conformity with FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period in which the estimate is revised and in any future reporting periods affected.

The areas involving significant judgement and critical accounting estimates and assumptions used are described below.

Significant judgements used in applying accounting policies

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For lease of its premise, the factor that is considered to be most relevant is that there will be costs and business disruption required to replace the leased asset if the Society was to relocate to another leased premise.

Management has included the lease payments for the extension period in the calculation of the lease liabilities and the right-of-use assets as management is reasonably certain that they will exercise the option to extend the lease on the due date (Note 4).

2(a) Basis of preparation (Cont'd)

Significant judgements used in applying accounting policies (Cont'd)

Determining the lease term (Cont'd)

As at 31 August 2025, included in right-of-use assets and lease liabilities are carrying amounts of \$642,383 (2024 - \$1,115,463) and \$746,081 (2024 - \$1,228,399) respectively relating to the office premises disclosed in Note 4.

The assessment of reasonable certainty to exercise extension options is only revised if a significant change in circumstances occurs which affects this assessment, and that is within the control of the lessee.

2(b) Adoption of new and revised standards

On 1 September 2024, the Society has adopted all the new and revised FRSs, interpretations ("INT FRSs") and amendments to FRSs, effective for the current financial year that are relevant to them. The adoption of these new and revised FRS pronouncements does not result in significant changes to the Society's accounting policies and has no material effect on the amounts or the disclosures reported for the current or prior reporting periods.

2(c) FRS issued but not yet effective

At the date of authorisation of these financial statements, the following FRS pronouncements were issued but not yet effective:

Reference	Description	Effective date (Annual periods beginning on or after)
Amendments to FRS 21	<i>Lack of Exchangeability</i>	1 January 2025
Amendments to FRS 109 and FRS 107	<i>Classification and measurement of Financial Instruments</i>	1 January 2026
Amendments to FRS 109 and FRS 107	<i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual improvements to FRSs – Volume 11		1 January 2026
Amendments to FRS 118	<i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
Amendments to FRS 119	<i>Subsidiaries without Public Accountability: Disclosure</i>	1 January 2027
Amendments to FRS 110 and FRS 28	<i>Sale of Contributions of Assets between an Investor and its Associate of Joint Venture</i>	To be determined

Management anticipates that the adoption of the standards above will not have a material impact on the financial statements of the Society in the period of their initial adoption.

2(d) Material accounting policy information

Income recognition

Income are recognised on the following basis:

Donations	- when received.
Interest income	- on a time proportion basis.
Event and programme related fees	- in the period when the events and programme are conducted.
Sales of BB merchandise	- when the Society has transferred control which is upon delivery of the merchandise to the customer.
BB campus income	- when services are rendered.
Dividend income	- when the right to receive payment is established.
Rental income from campsite and canoes	- over the period of use.

Government grants

Government grants are not recognised until there is reasonable assurance that the Society will comply with the conditions attached to them and the grants will be received. Government grants whose primary condition is that the Society should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the statement of financial position and transferred to statement of financial activities on a systematic and rational basis over the useful lives of the related assets. Deferred income are recognised in statement of financial activities over the periods necessary to match the depreciation, write-off and/or impairment loss of the assets purchased with the related grants. Upon disposal of plant and equipment, the balance of the related deferred income is recognised in statement of financial activities to match the carrying amount of the plant and equipment written off.

Government grants are recognised as income over the periods necessary to match them with the costs for which they are intended to compensate, on a systematic basis. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Society with no future related costs are recognised in statement of financial activities in the period in which they become receivable.

Employee benefits

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Society. The Executive Director and Deputy Executive Director are considered key management personnel.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for employees' unutilised annual leave as at the balance sheet date.

Defined contribution plans

The Society contributes to the Central Provident Fund (CPF), a defined contribution plan regulated and managed by the Singapore Government. The Society's contributions to CPF are charged to profit or loss in the period in which the contributions relate.

2(d) Material accounting policy information (Cont'd)

Leases

The Society as lessee

The Society assesses whether a contract is or contains a lease at inception of the contract. The Society recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets. For these leases, the Society recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

(a) Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Society uses the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the Society exercising that option.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Society recognises those lease payments in profit or loss in the periods that trigger those lease payments.

For all contracts that contain both lease and non-lease components, the Society has elected to not separate lease and non-lease components and account these as one single lease component.

The lease liabilities are presented as a separate line item in the statement of financial position.

The lease liability is subsequently measured at amortised cost, by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Society re-measures the lease liability (with a corresponding adjustment to the related right-of-use asset or to profit or loss if the carrying amount of the right-of-use asset has already been reduced to nil) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

2(d) Material accounting policy information (Cont'd)

Leases (Cont'd)

The Society as lessee (Cont'd)

(b) Right-of-use asset

The right-of-use asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and any impairment losses.

Whenever the Society incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Depreciation on right-of-use assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset, as follows:

Premises : over lease term of 2 to 5 years

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Society expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line item in the statement of financial position.

The Society applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Impairment of non-financial assets

As at each reporting date, the Society reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Society estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified. If any such indication exists, the asset's recoverable amount is estimated.

Recoverable amount is the higher of fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2(d) Material accounting policy information (cont'd)

Plant and equipment

All items of plant and equipment are initially recorded at cost. Subsequent to recognition, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line method to allocate depreciable amounts over their estimated useful lives. The estimated useful lives are as follows:

Office equipment	- 2 years
Computers	- 1 year
Air-conditioners	- 2 years
Renovation	- 3 years
Campsite equipment and canoes	- 2 years
Furniture and fittings	- 2 years

Fully depreciated assets still in use are retained in the financial statements.

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

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

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

Financial instruments

Financial assets and financial liabilities are recognised on the statement of financial position when the Society becomes a party to the contractual provisions of the instruments. Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

Financial assets and liabilities are offset and the net amount reported in the statements of financial position when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

Financial assets

Classification

The Society classifies its financial assets in the following measurement categories:

- amortised cost
- fair value through other comprehensive income ("FVOCI")
- fair value through profit or loss ("FVPL")

The classification depends on the Society's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset. The Society reclassifies investments in debt instruments when and only when its business model for managing those assets changes.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

2(d) Material accounting policy information (Cont'd)

Financial assets (Cont'd)

Measurement

At initial recognition, the Society measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset.

There are three subsequent measurement categories, depending on the Society's business model for managing the asset and the cash flow characteristics of the asset:

- **Amortised cost:**
Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a financial asset that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest method.

Financial assets measured at amortised cost include trade receivables, sundry receivables and cash and cash equivalents.

- **FVOCI:**
Financial assets that are held for collection of contractual cash flows and for sale, and where the assets' cash flows represent solely payments of principal and interest, are classified as FVOCI. Movements in fair values are recognised in other comprehensive income ("OCI") and accumulated in fair value reserve, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit and loss. When the financial asset is de-recognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and presented in "other gains and losses". Interest income from these financial assets is recognised using the effective interest rate method and presented in "interest income".

Financial assets measured at FVOCI include other investments.

- **FVPL:**
Financial assets that are held for trading as well as those that do not meet the criteria for classification as amortised cost or FVOCI are classified as FVPL. Movement in fair values and interest income is recognised in profit or loss in the period in which it arises and presented in "other gains and losses".

The Society does not have financial assets at FVPL.

De-recognition

The Society de-recognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Society neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Society recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Society retains substantially all the risks and rewards of ownership of a transferred financial asset, the Society continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On de-recognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on de-recognition of a financial asset classified as at FVOCI, the cumulative gain or loss previously accumulated in the fair value reserve is reclassified to profit or loss. In contrast, on de-recognition of an investment in equity instrument which the Society has elected on initial recognition to measure at FVOCI, the cumulative gain or loss previously accumulated in the fair value reserve is not reclassified to profit or loss, but is transferred to retained earnings.

2(d) Material accounting policy information (Cont'd)

Financial assets (Cont'd)

Impairment of financial assets

The Society recognises a loss allowance for expected credit losses ("ECL") on financial assets that are measured at amortised cost or at FVOCI. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Society always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Society's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Society recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Society measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increase in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within twelve months after the reporting date.

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 Society if that person:
 - (i) has control or joint control over the Society;
 - (ii) has significant influence over the Society; or
 - (iii) is a member of the key management personnel of the Society or of a parent of the Society.
- (b) An entity is related to the Society if any of the following conditions applies:
 - (i) the entity and the Society 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;
 - (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 Society or an entity related to the Society. If the Society is itself such a plan, the sponsoring employers are also related to the Society;
 - (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); or
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

2(d) Material accounting policy information (Cont'd)

Interests in joint operations

BB Sembawang Campsite (the "Campsite") is administered jointly on an equal sharing basis by the Society and The Girls' Brigade Singapore.

The principal activities of the Campsite consist of the maintenance and letting of camp amenities and related facilities. Its principal place of operations is located at 1200 Sembawang Road, Singapore 758526.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

When the Society undertakes its activities under joint operations, the Society as a joint operator recognises in relation to its interest in a joint operation:

- its share of any assets held jointly;
- its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its share of the revenue from the sale of the output by the joint operation; and
- its share of any expenses incurred jointly.

The Society accounts for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the FRS applicable to the particular assets, liabilities, revenues and expenses.

When the Society transacts with a joint operation in which the Society is a joint operator (such as a sale or contribution of assets), the Society is considered to be conducting the transaction with the other parties to the joint operation, and gains and losses resulting from the transactions are recognised in the Society's consolidated financial statements only to the extent of other parties' interests in the joint operation.

Inventories

Inventories, which comprise BB merchandise and uniforms for sale, are measured at the lower of cost and net realisable value. The cost of inventories is based on a weighted average method.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated costs necessary to make the sale.

Financial liabilities

Financial liabilities include lease liabilities and sundry payables and accruals. Financial liabilities are recognised on the balance sheet when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

A financial liability is de-recognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

2(d) Material accounting policy information (Cont'd)

Provisions

Provisions are recognised when the Society has a present legal or constructive obligation as a result of past events, it is probable that an outflow of economic resources will be required to settle the obligation and a reliable estimate of the amount can be made. Where the Society expects a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain.

The Society recognises the estimated costs of dismantlement, removal or restoration items of plant and equipment arising from the acquisition or use of assets (Note 8). This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value.

Current and non-current classification

The Society presents assets and liabilities in the statements of financial position based on current or non-current classification. An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- it is expected to be settled in the normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no right at the end of the reporting period to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification. The Society classifies all other liabilities as non-current.

Functional currencies

Functional and presentation currency

Items included in the financial statements of the Society are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements of the Society are presented in Singapore dollars, which is also the functional currency of the Society.

Financial instruments

Financial instruments carried on the statement of financial position include cash and cash equivalents, financial assets and financial liabilities. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. These instruments are recognised when contracted for.

Disclosures on financial risk management objectives and policies are provided in Note 17.

2(d) Material accounting policy information (Cont'd)

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Society.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest. A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its 'highest-and-best use' or by selling it to another market participant that would use the asset in its 'highest-and-best use'.

The Society uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value-in-use in FRS 36 *Impairment of Assets*.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level inputs that are significant to the fair value measurement are directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level inputs that are significant to the fair value measurement are unobservable.

Funds

Accumulated Fund refers to the accumulated fund of The Boys' Brigade Headquarters. Other Funds are disclosed in Note 10 to the financial statements.

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

3 Plant and equipment

	The Society \$	The Campsite (50%) \$	Total \$
31 August 2025			
Cost	2,076,275	176,987	2,253,262
Accumulated depreciation	(1,430,890)	(152,109)	(1,582,999)
Net book value	645,385	24,878	670,263
31 August 2024			
Cost	2,131,335	214,300	2,345,635
Accumulated depreciation	(805,506)	(213,868)	(1,019,374)
Net book value	1,325,829	432	1,326,261

3 Plant and equipment (Cont'd)

The Society	Office equipment \$	Computers \$	Air- conditioners \$	Renovation \$	Total \$
<u>Cost</u>					
At 1 September 2023	62,388	56,310	34,442	1,746,884	1,900,024
Additions	-	10,160	-	236,481	246,641
Disposal	-	(15,330)	-	-	(15,330)
At 31 August 2024	62,388	51,140	34,442	1,983,365	2,131,335
Written-off	-	(7,850)	-	-	(7,850)
Adjustment	-	-	-	(47,210)	(47,210)
At 31 August 2025	62,388	43,290	34,442	1,936,155	2,076,275

<u>Accumulated depreciation</u>					
At 1 September 2023	39,649	56,310	34,442	-	130,401
Depreciation for the year	22,739	6,574	-	661,122	690,435
Disposal	-	(15,330)	-	-	(15,330)
At 31 August 2024	62,388	47,554	34,442	661,122	805,506
Depreciation for the year	-	3,586	-	629,648	633,234
Written-off	-	(7,850)	-	-	(7,850)
At 31 August 2025	62,388	43,290	34,442	1,290,770	1,430,890

<u>Net book value</u>					
At 31 August 2025	-	-	-	645,385	645,385
At 31 August 2024	-	3,586	-	1,322,243	1,325,829

The Campsite (50%)	Campsite equipment and canoes \$	Furniture and fittings \$	Renovation \$	Total \$
<u>Cost</u>				
At 31 August 2023 and 31 August 2024	62,226	17,874	134,200	214,300
Additions	4,006	6,543	20,527	31,076
Written-off	(24,242)	(5,008)	(39,139)	(68,389)
At 31 August 2025	41,990	19,409	115,588	176,987

<u>Accumulated depreciation</u>				
At 1 September 2023	59,523	17,874	134,200	211,597
Depreciation for the year	2,271	-	-	2,271
At 31 August 2024	61,794	17,874	134,200	213,868
Depreciation for the year	1,099	-	5,531	6,630
Written-off	(24,242)	(5,008)	(39,139)	(68,389)
At 31 August 2025	38,651	12,866	100,592	152,109

<u>Net book value</u>				
At 31 August 2025	3,339	6,543	14,996	24,878
At 31 August 2024	432	-	-	432

Notes to the financial statements for the financial year ended 31 August 2025

4 Right-of-use assets and lease liabilities**Right-of-use assets**

Premises	The Society \$	The Campsite (50%) \$	Total \$
<u>Cost</u>			
At 1 September 2023	2,194,176	517,287	2,711,463
Additions	11,131	163,642	174,773
Write-off	(937,096)	(404,878)	(1,341,974)
At 31 August 2024 and 31 August 2025	1,268,211	276,051	1,544,262
<u>Accumulated depreciation</u>			
At 1 September 2023	922,307	389,157	1,311,464
Depreciation for the year	369,556	89,753	459,309
Write-off	(937,096)	(404,878)	(1,341,974)
At 31 August 2024	354,767	74,032	428,799
Depreciation for the year	386,500	86,580	473,080
At 31 August 2025	741,267	160,612	901,879
<u>Net book value</u>			
At 31 August 2025	526,944	115,439	642,383
At 31 August 2024	913,444	202,019	1,115,463
Lease liabilities			
Premises	The Society \$	The Campsite (50%) \$	Total \$
<u>2025</u>			
Undiscounted lease payments due:			
- Year 1	429,024	95,307	524,331
- Year 2 to Year 3	214,512	31,769	246,281
	643,536	127,076	770,612
Less: Unearned interest cost	(20,837)	(3,694)	(24,531)
Lease liabilities	622,699	123,382	746,081
Presented as:			
- Current	410,877	91,911	502,788
- Non-current	211,822	31,471	243,293
	622,699	123,382	746,081
<u>2024</u>			
Undiscounted lease payments due:			
- Year 1	429,024	95,307	524,331
- Year 2 to Year 4	643,536	127,078	770,614
	1,072,560	222,385	1,294,945
Less: Unearned interest cost	(55,712)	(10,834)	(66,546)
Lease liabilities	1,016,848	211,551	1,228,399
Presented as:			
- Current	394,148	88,169	482,317
- Non-current	622,700	123,382	746,082
	1,016,848	211,551	1,228,399

4 Right-of-use assets and lease liabilities (Cont'd)

The Society and the Campsite lease its premises from non-related parties. Their leases have a tenure of 3 years.

The Society's lease at Kwong Avenue commenced on 1 March 2021 for a period of 3 years up to 28 February 2024. The Society has extended the lease for another 3 years up to 28 February 2027. The Society has the option to extend the lease for another 3 years up to 28 February 2030.

In prior years, the Campsite extended its lease for another 3 years, up to 31 December 2026. The lease has a tenure of 3 years and the Campsite has the option to renew it for a further 3 years.

The Society and the Campsite have separately received a full Temporary Occupation License ("TOL") grant from the Ministry of Education in relation to the lease payments.

Interest expense on lease liabilities of \$42,015 (2024 - \$59,161) is recognised within "interest on lease liabilities" in profit or loss.

Total cash outflows for leases of the Society and the Campsite amounted to \$524,333 (2024 - \$524,268).

As at 31 August 2025 and 31 August 2024, the Society does not have any commitments for short-term leases.

5 Other investments

	2025 \$	2024 \$
Quoted bonds, at FVOCI	1,014,087	1,612,673
Quoted unit trusts, at FVOCI	671,973	-
Cash placed in money market fund	1,551,095	26,907
	3,237,155	1,639,580

Quoted bonds represent quoted investments in bonds in Singapore. The average coupon rate received on the bonds was 3.31% (2024 - 3.32%) per annum. The bonds have maturity dates ranging from 2026 to 2027.

Quoted unit trusts represent quoted investments in unit trusts both within and outside Singapore.

Movement in financial assets at FVOCI:

	2025 \$	2024 \$
Balance at 1 September	1,639,580	1,557,869
Additions	2,187,304	1,229,766
Disposals	(630,000)	(1,170,000)
Fair value changes:		
- Unrealised gain from other investments	40,271	21,945
Balance at 31 August	3,237,155	1,639,580

6 Sundry receivables and prepayments

	2025 \$	2024 \$
Advances	3,500	3,500
Sundry deposits	244,054	233,557
Prepayments	23,349	34,889
Government grant receivable	15,885	15,885
	286,788	287,831

Government grant receivable of \$15,885 (2024 - \$15,885) represents TOL grant amount due from the Ministry of Education that reimburses lease payments to Singapore Land Authority for the leased office premises.

7 Cash and cash equivalents

	2025 \$	2024 \$
Cash and bank balances	4,045,224	5,778,354
	4,045,224	5,778,354

Included in cash and cash equivalents are amounts belonging to restricted funds as follows:

	2025 \$	2024 \$
Cash and bank balances	2,557,993	2,497,190

8 Provision for reinstatement costs

	2025 \$	2024 \$
Non-current:		
Provision for reinstatement costs for the Campsite	7,800	7,800
Provision for reinstatement costs for the Society	60,350	60,350
	68,150	68,150

The provision for reinstatement costs represents the present value of the Brigade Executive's best estimate of the future outflow of economic benefits that will be required to restore the leasehold premises that the Society and the Campsite occupy to its original state before it was leased by the Society and the Campsite. The estimate has been made on the basis of quotes obtained from external contractors.

The unexpired term of the leases from the reporting date are as follows:

	2025	Months	2024
The Society	18		30
The Campsite	16		28

9 Sundry payables and accruals

	2025 \$	2024 \$
Accrued operating expenses	141,671	300,369
Advance and deposits	57,203	36,272
	198,874	336,641

10 Other funds

2025	Unrestricted Funds	Restricted Funds					Total
		BB	Community	Jimmy Koh	BB	BBHQ	
		Share-A-Gift Fund (ii)	Services Fund (iii)	Memorial Fund (iv)	Alumni Fund (v)	Development Fund (vi)	
	BB/GB Campsite Fund (i)						
	\$	\$	\$	\$	\$	\$	\$
Income:							
Cash donations	-	346,960	5,000	-	3,000	98,412	453,372
Grants	95,307	-	-	-	-	-	95,307
Rental income	138,823	-	-	-	-	-	138,823
Interest income	544	-	-	-	-	-	544
Other income	406	-	-	-	-	-	406
Total income	235,080	346,960	5,000	-	3,000	98,412	688,452
Expenditure:							
Staff costs (Note 12)	-	94,348	12,054	-	-	-	106,402
Depreciation (Note 3,4)	93,210	-	-	-	-	629,648	722,858
Interest expense	7,140	-	-	-	-	-	7,140
Office supplies	-	4,031	-	-	-	-	4,031
Programme related expenses	-	124,555	11	-	8,600	-	133,166
Public wish fulfilment purchases	-	34,917	-	-	-	-	34,917
Others	46,034	4,767	-	-	-	3,583	54,384
Total expenditure	146,384	262,618	12,065	-	8,600	633,231	1,062,898
Net surplus/ (deficit) for the year	88,696	84,342	(7,065)	-	(5,600)	(534,819)	(374,446)
Inter-division elimination	(81,018)	-	-	-	-	-	(81,018)
	7,678	84,342	(7,065)	-	(5,600)	(534,819)	(455,464)
Transfer of funds	-	-	-	(60,000)*	-	583,945	523,945
	7,678	84,342	(7,065)	(60,000)	(5,600)	49,126	68,481
Balance at 1 September 2024	190,060	1,558,613	135,449	66,196	63,627	673,305	2,687,250
Balance at 31 August 2025	197,738	1,642,955	128,384	6,196	58,027	722,431	2,755,731

* During the year, management transferred \$60,000 from the Jimmy Koh Memorial Fund to the Accumulated Fund, in line with the objectives and purposes outlined in the Jimmy Koh Memorial Fund agreement. This includes setting aside \$5,000 for the training of BB officers in the Basic Officers Training Course ("BOTC") or Advance Officers Training Course ("AOTC") or their equivalent. As the BOTC and AOTC are administered by the Society under its general operations, the full amount of \$60,000 was transferred to the Accumulated Fund. This represents a yearly contribution of \$5,000 towards the training of BB officers from 2014 to 2025.

10 Other funds (Cont'd)

2024	Unrestricted Funds	-----Restricted Funds----->					Total
		BB	Community	Jimmy	BB	BBHQ	
		Share- A-Gift Fund (i) \$	Services Fund (iii) \$	Koh Memorial Fund (iv) \$	Alumni Fund (v) \$	Develop- ment Fund (vi) \$	
Income:							
Cash donations	-	318,604	5,000	-	91,473	125,198	540,275
Grants	98,831	-	-	-	-	-	98,831
Rental income	132,308	-	-	-	-	-	132,308
Other income	530	-	-	-	-	-	530
Total income	231,669	318,604	5,000	-	91,473	125,198	771,944
Expenditure:							
Staff costs (Note 12)	-	111,588	12,578	-	-	-	124,166
Depreciation (Note 3,4)	92,024	-	-	-	-	661,122	753,146
Interest expense	8,506	-	-	-	-	-	8,506
Office supplies	-	3,980	5	-	-	-	3,985
Programme related expenses	-	95,516	-	-	9,600	-	105,116
Public wish fulfilment purchases	-	39,894	-	-	-	-	39,894
Others	48,983	4,544	897	-	71,473	74,638	200,535
Total expenditure	149,513	255,522	13,480	-	81,073	735,760	1,235,348
Net surplus/ (deficit) for the year	82,156	63,082	(8,480)	-	10,400	(610,562)	(463,404)
Inter-division elimination	(60,713)	-	-	-	-	-	(60,713)
	21,443	63,082	(8,480)	-	10,400	(610,562)	(524,117)
Transfer of funds	-	-	-	-	-	7,670	7,670
	21,443	63,082	(8,480)	-	10,400	(602,892)	(516,447)
Balance at 1 September 2023	168,617	1,495,531	143,929	66,196	53,227	1,276,197	3,203,697
Balance at 31 August 2024	190,060	1,558,613	135,449	66,196	63,627	673,305	2,687,250

- (i) This fund represents the Society's interest in the Campsite.
- (ii) This fund is used for the BB Share-A-Gift project to help the poor and needy.
- (iii) This fund is for community outreach and service purposes.
- (iv) This fund was set up in memorial of late Mr. Jimmy Koh who was a former Boys' Brigade member to fund officers' training, starting of new Companies and book prizes for the boys.
- (v) This fund is set up to help the poor and needy boys of the Society.
- (vi) This fund is set up for the purpose of renovation and repair cost, purchase of furniture, equipment and fittings, training/adventure set-up and equipment, safety and security installation, moving costs and initial community or launch programme.

Notes to the financial statements for the financial year ended 31 August 2025

11 Net profit from BB Shop

	2025 \$	2024 \$
Sales of BB merchandise	213,407	167,069
Costs of merchandise	(141,457)	(118,384)
Facility and event rental expense	-	(19,800)
Staff and related costs (Note 12)	(12,302)	(18,426)
Others	(6,679)	(5,723)
	(160,438)	(162,333)
Net profit	52,969	4,736

12 Salaries, bonus, CPF and SDF

	2025 \$	2024 \$
Salaries and related costs:		
- Key management personnel	256,392	267,030
- Staff	819,191	893,001
CPF:		
- Key management personnel	34,349	35,183
- Staff	129,281	140,818
	1,239,213	1,336,032

	2025 \$	2024 \$
Represented by staff costs charged to:		
Accumulated Fund	1,120,509	1,193,439
BB Share-A-Gift Fund (Note 10)	94,348	111,588
Community Services Fund (Note 10)	12,054	12,578
Salaries, bonus, CPF and SDF (Statement of Financial Activities)	1,226,911	1,317,605
BB Shop (Note 11)	12,302	18,426
	1,239,213	1,336,031

The remuneration of key management personnel of the Society shown in salary bands are as follows:

	2025	2024
\$100,000 to below \$200,000	2	2

The members of the Brigade Executive are volunteers and they do not receive remuneration for their services. No Brigade Executive members are employees of the Society.

13 Tax expense

The Society is registered as a charity under the Charities Act and is exempted from income tax under the provisions of the Income Tax Act.

14 Tax exempt receipt

The Society enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deductions for the donations made to the Society. The current IPC status granted to the Society is for the period from 30 August 2022 to 29 August 2025. The Society has extended its IPC status for the period from 30 August 2025 to 29 August 2028. Tax-deductible donations totaling \$1,434,169 (2024 - \$1,432,532) were received during the financial year.

15 Related party transactions

In addition to information disclosed elsewhere in the financial statements, the following transactions took place between the Society and related parties during the financial year on terms agreed by the parties concerned:

	2025 \$	2024 \$
Management fee receivable from the Campsite	90,000	90,000
Rental expense paid to the Campsite	(8,982)	(29,287)
	81,018	60,713

16 Financial instruments by category

Accounting classification of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities at the reporting date by categories are as follows:

	2025 \$	2024 \$
Financial assets at fair value through other comprehensive income		
Other investments	3,237,155	1,639,580
Financial assets at amortised cost		
Trade receivables	38,973	55,826
Sundry receivables and prepayments *	247,554	237,057
Cash and cash equivalents	4,045,224	5,778,354
	4,331,751	6,071,237
Total financial assets	7,568,906	7,710,817
Financial liabilities at amortised cost		
Sundry payables and accruals **	141,671	300,369
Provision for reinstatement costs	68,150	68,150
Lease liabilities	746,081	1,228,399
Total financial liabilities	955,902	1,596,918

* exclude prepayment and government grant receivable

** exclude advance and deposits

17 Financial risk management policies and objectives

The Society's charitable activities expose it to minimal financial risks and overall risk management is determined and carried out by the Brigade Executive on an informal basis.

17.1 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Society's financial instruments will fluctuate because of the changes in interest rates. The Society's income and operating cash flows are substantially independent of changes in interest rates as it has no significant floating rate interest bearing financial instruments.

17 Financial risk management policies and objectives (Cont'd)

17.2 Credit risk

Credit risk is the potential financial loss resulting from the failure of a counterparty to settle its financial and contractual obligations to the Society as and when they fall due. The maximum exposure to credit risk in the event that the counterparties fail to perform their obligations as at the end of financial year in relation to each class of recognised financial assets is the carrying amounts of those assets as stated in the statement of financial position.

The Society has no significant concentration of credit risk. Cash and cash equivalents are placed in banks and financial institutions with good credit ratings.

The Society trades only with recognised and creditworthy third parties. Debtors' balances are monitored on an ongoing basis with the result that the Society's exposure to bad debts is not significant.

The following sets out the Society's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Society has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

Credit risk exposure in relation to financial assets at amortised costs as at 31 August 2025 and 31 August 2024 is insignificant, and accordingly no credit loss allowance is recognised as at 31 August 2025 and 31 August 2024.

17.3 Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

The principal activities of the Society are carried out in Singapore dollars. Hence, the Society does not have exposure to foreign currency risk.

17.4 Liquidity risk

Liquidity risk refers to the risk that the Society will encounter difficulties in meeting its short-term obligations due to shortage of funds.

The Brigade Executive exercises prudent liquidity and cash flow risk management policies and aims to maintain a sufficient level of liquidity and cash flow at all times.

17 Financial risk management policies and objectives (Cont'd)

17.4 Liquidity risk (Cont'd)

The table below summarises the maturity profile of the Society's non-derivative financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations.

	Less than 1 year \$	Between 2 to 5 years \$	Total \$
31 August 2025			
Sundry payables and accruals *	111,242	-	111,242
Provision for reinstatement cost	-	68,150	68,150
Lease liabilities	524,331	246,281	770,612
	635,573	314,431	950,004
31 August 2024			
Sundry payables and accruals *	268,474	-	268,474
Provision for reinstatement cost	-	68,150	68,150
Lease liabilities	524,331	770,614	1,294,945
	792,805	838,764	1,631,569

* accrued operating expenses, excluding provision for unutilised leave

18 Fair value measurement

(a) Fair value hierarchy

Financial assets and financial liabilities measured at fair value in the statements of financial position are grouped into three levels of a fair value hierarchy. The three levels are defined based on the observability of significant inputs to the measurement, as follows:

- 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 asset or liability, either directly or indirectly
- Level 3 : unobservable inputs for the asset or liability

The following table shows an analysis of the Society's assets measured at fair value:

	Fair value hierarchy			Total
	Level 1 \$	Level 2 \$	Level 3 \$	\$
31 August 2025				
Assets				
Other investments	3,237,155	-	-	3,237,155
31 August 2024				
Assets				
Other investments	1,639,580	-	-	1,639,580

The fair value of other investments traded in active markets is based on quoted bid market prices at the end of reporting period. The quoted market prices used for financial assets held by the Society is the current bid price. These instruments are included in Level 1.

18 Fair value measurement (Cont'd)

(b) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of financial assets and liabilities with a maturity of less than one year approximate their fair values.

The Society does not anticipate that the carrying amounts recorded at the end of the reporting period would be significantly different from the values that would eventually be received or settled.

19 Fund management

The Society's objectives when managing its funds are to safeguard and to maintain adequate working capital to continue as going concern and to develop its principal activities over the longer term through significant support in the form of donations, grants and events and program related fees.

The Society's fund management for 2025 remains unchanged from 2024.