KidSTART

A CELEBRATION OF 5UPPORT FOR A BETTER TOMORROW

ABOUT US

Our Vision

A good start in life for children.

Our Mission

To empower lower-income families to build strong foundations for their children and foster positive child development outcomes.

Corporate Info

UEN
202027544G

BANKERS
DBS Bank Limited

ADDRESS
30 Prinsep Street,
#06-01 Singapore 188647

AUDITOR
RSM SG Assurance LLP

CORPORATE SECRETARY
Central Chambers
Law Corporation

KidSTART Singapore Limited (KSL) is a non-profit organisation and an Institution of a Public Character dedicated to supporting families in early childhood development. Working in partnership with the Government and the community, our specialist team empowers lower-income families by supporting pregnant mothers and their families through targeted support and resources. By strengthening parenting capabilities and providing early childhood support, KSL helps build strong foundations for children under 6 years old, giving every child a good start in life.

Timeline

2020
SEPTEMBER
Incorporated as a Company Limited by Guarantee

2021
OCTOBER
Became a member of the National Council of Social Service (NCSS)

2022
MAY
Registered as a Charity under the Charities Act

2023
MAY
Received Institution of a Public Character (IPC) status (until December 2026)

Mr Aubeck Kam
Chairman

MESSAGE FROM THE CHAIRMAN

Exploring textures through sensory play at PlayDate

FY2025 marked a defining milestone for KidSTART Singapore as we celebrated the first decade of the programme, as well as our fifth year as a Company Limited by Guarantee (CLG). KidSTART has grown from a promising pilot into a national programme supporting children from the antenatal stage through their first six years of life. While FY2024 was a year of expansion and transformation, FY2025 saw the completion of our nationwide rollout and the start of a new chapter focused on strengthening quality, deepening impact and sustaining excellence.

One of the year's highlights was our inaugural KidSTART Graduation, celebrating more than 800 children who completed the programme and embarked on the next stage of their educational journey. The event also recognised the parents and caregivers who journeyed alongside them. It was a powerful reminder of the importance of early intervention and of the collective effort by families, practitioners and community partners to give children a strong start in life.

FY2025 also marked an important phase of governance renewal, with five Board Directors completing their terms of service. We are deeply grateful for their leadership and stewardship, which helped shape KidSTART's growth and impact. As we welcome new Board members, we do so with confidence in the strong foundations that have been established.

None of KidSTART's achievements would have been possible without the generosity of our donors, the dedication of our volunteers, and the steadfast support of our community partners. Their contributions of time, expertise, resources and advocacy have strengthened our ability to support children and families during the critical early years of a child's life. On behalf of the Board, I extend our sincere appreciation for their partnership and belief in our mission.

As we look ahead, our focus is not simply on doing more, but on doing better. We will continue to strengthen support for families, improve outcomes for the children we serve, and deepen collaboration across the ecosystem.

At the heart of KidSTART's work is a simple belief: **every child deserves a good start in life, regardless of circumstances.**

Together, we can help ensure that every child has the opportunity to realise their fullest potential.

Mr Joel Tan
Chief Executive Officer

MESSAGE FROM THE CEO

With the completion of KidSTART's nationwide expansion, FY2025 marked an important shift in our organisational focus. While previous years were centred on building capacity and extending reach, this year was about strengthening effectiveness – ensuring that our interventions are delivered at the right time, with the right intensity, and achieve the outcomes that matter most for children and families.

Today, KidSTART supports over 7,000 children across Singapore, providing a strong platform from which to deepen our impact. The programme's success goes beyond the number of families we reach. Increasingly, we are measuring the quality of support we provide and the difference that support makes in children's developmental outcomes and family wellbeing.

A key priority this year was strengthening our Antenatal Programme, which supports families even before a child is born. Research consistently shows that pregnancy is a critical period for child development, with maternal wellbeing and parental readiness influencing outcomes long after birth. This understanding reinforces our belief that support should begin as early as possible.

Child exploring the KidSTART Experience booth

To strengthen early identification and engagement, we continued to enhance referral pathways with healthcare partners, including KK Women's and Children's Hospital (KKH) and National University Hospital (NUH). Through these collaborations, expectant parents can be connected to KidSTART earlier and receive support during a crucial developmental window. In FY2025, over 1,000 pregnant mothers were enrolled through hospital referral pathways, enabling families to build confidence, access support earlier and establish stronger foundations for their child's development.

Beyond reaching families earlier, we focused on improving the quality and consistency of our practice. Family needs are becoming increasingly complex, requiring practitioners who can respond with both professional expertise and compassion.

Over the past year, more than 100 practitioners participated in structured mentoring programmes, while over 900 home visits were observed and reviewed to strengthen practice quality and caregiver engagement. These observations provided opportunities for reflective learning and continuous improvement, helping practitioners apply evidence-informed approaches more consistently across the programme.

Our ability to support families effectively is strengthened by close collaboration across the wider ecosystem. Through partnerships with organisations such as PAP Community Foundation (PCF), we continue to support children's transition into preschool and strengthen their early learning experiences. Support from DBS Foundation has enabled us to strengthen the antenatal programme to build family resilience and wellbeing. Importantly, these partnerships are integrated into the day-to-day support provided to families, ensuring that assistance is coordinated around children's developmental needs.

As KidSTART grows, so does our ability to learn from data. Over the past year, we have continued strengthening how data is used to monitor outcomes, identify emerging risks and inform programme improvements. Better use of evidence allows us to understand what is working, where additional support may be needed and how resources can be targeted more effectively.

Looking ahead, we will continue to review and refine work processes, strengthen our use of technology, harnessing data along with artificial intelligence tools to support making and reduce administrative burden. The digital transformation process and tools will enable practitioners to spend more time engaging families and less time on routine processes, allowing us to focus our resources where they can create the greatest impact.

As we enter FY2026, our priorities are clear. We will continue strengthening our Antenatal Programme, deepen practitioner capabilities, enhance collaboration with healthcare and community partners, and use data more purposefully to drive programme effectiveness. We will also sharpen our focus on identifying families who require more intensive support and ensuring that interventions are delivered early, consistently and effectively.

Ultimately, our goal remains unchanged. Every child deserves a strong start in life. By continuously improving our programmes, investing in our people and leveraging evidence to guide our decisions, we can create better outcomes for children and families, both today and for the future.

Together with our practitioners, partners and families, we remain committed to giving every child a good start in life.

Board of Directors

Mr Aubeck Kam
Chairman
Permanent Secretary, Ministry of Social and Family Development (MSF)

Mr Jason Chen#
Deputy Chairman
Deputy Secretary (Opportunity & Resilience), Ministry of Social and Family Development (MSF)

Dr Evelyn Law
Assistant Professor and Senior Consultant, Department of Paediatrics, Yong Loo Lin School of Medicine, National University of Singapore (NUS)

Ms Chan Yen San
Partner, KPMG Singapore

Mr Neo Sing Hwee
Global Client Service Partner, Government & Public Sector, Ernst & Young Advisory Pte. Ltd.

Ms Rae Lee Ryh Jia
Executive Director (Singapore and Southeast Asia), International Justice Mission

Dr Goh Khean Teik#
Group Director, Health Services Group, Ministry of Health (MOH)

Mr Suhaimi Bin Zainul Abidin
Chief Executive Officer, QuantEdge Capital

Ms June Wong#
Director, Child Development, Early Childhood Development Agency (ECDA)

Ms Evelyn Ho#
Director, Strategic Communications, Home Team Science and Technology Agency (HTX)

Dr Siti Shaireen Selamat#
Dean, Faculty and Leadership Development, National Institute of Early Childhood Development (NIEC)

Mr Joel Tan#
Chief Executive Officer, KidSTART Singapore Ltd.

Dr Derrick Heng*
Deputy Director-General of Health (Public Health), MOH

Mr Mohamed Sa'at Bin Abdul Rahman*
President, Islamic Religious Council of Singapore

Ms Ng Mie Ling*
Assistant Chief Executive, ECDA

Ms Simran Toor*
Consultant, Singapore Academy of Law

Ms Theresa Sim*
Assurance Partner, PricewaterhouseCoopers LLP

*Completed term on 31 December 2025
#Appointed on 1 January 2026
Designations are accurate as at 31 March 2026. Please refer to Annex for the Board of Directors Attendance.

Board Committees

Till 31 December 2025
^ With effect from 1 January 2026
* Served as special appointee till 31 December 2025 and appointed as Board Director from 1 January 2026
@ Served as member till 31 December 2025 and as Chair with effect from 1 January 2026

Audit & Risk Management Committee (ARC)

Ms Chan Yen San (Chair)
Mr Mohamed Sa'at Bin Abdul Rahman#
Dr Siti Shaireen Selamat^
Mr Bernard Ng (Special Appointee)

Finance Committee (FC)

Dr Derrick Heng (Chair)#
Dr Goh Khean Teik (Chair)^
Ms Rae Lee Ryh Jia

Human Capital Committee (HCC)

Mr Aubeck Kam (Chair)#
Mr Jason Chen (Chair)^
Ms Ng Mie Ling#
Ms Selena Huynh (Special Appointee)

Operations & Programme Delivery Committee (OPDC)

Dr Evelyn Law (Chair)
Mr Suhaimi Bin Zainul Abidin
Ms June Wong*

Digital & Data Committee (DDC) with a Steering Committee on Digital Transformation (SCDT)

Mr Neo Sing Hwee (Chair)
Ms Theresa Sim#
Mr Maheshwar V (Special Appointee)
Ms Eileen Wong (Special Appointee)
Ms Janet Lee (Special Appointee)

Partnership & Engagement Committee (PEC)

Mr Mohamed Sa'at Bin Abdul Rahman (Chair)#
Ms Rae Lee Ryh Jia (Chair)@
Ms Simran Toor#
Ms Evelyn Ho^

Organisational Structure

Chief Executive Officer

Mr Joel Tan

Internal Audit Unit

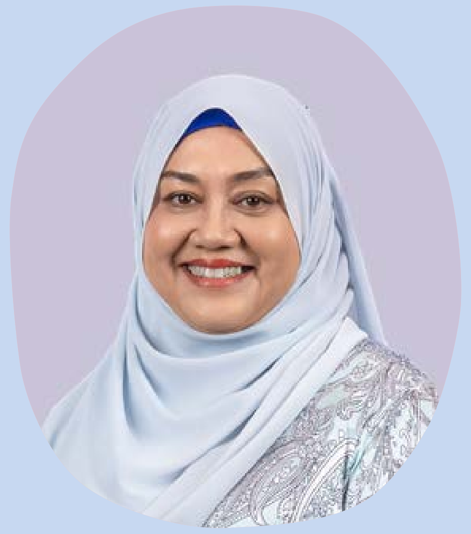
(Functional reporting to ARC BOD KSL
and administratively to CEO KSL)

Corporate Development

Ms Yee Siaw Ling
Director

Data, Information Technology & Systems
Finance & Administration
Human Resource
Strategic Planning

Communications & Engagement



Mdm Norshima Aziz
Director

Communications & Partnerships
Community Engagement & Volunteer Management

Programme Planning

Ms Bernadette Alexander
Director

Programme Development
Capability Development

Ms Puspavalli Namasivayam
Early Childhood Consultant

Service Management

Ms Jane Lee
Director

Regional Coordination
Regional Teams / Home Visitation

FY2025 Impact Dashboard

FY2025 marked a defining year in KidSTART's journey.

With the completion of our nationwide expansion across all 24 Social Service Office (SSO) towns, eligible families can now access integrated support closer to home, regardless of where they live.

Since launching as a pilot in 2016, KidSTART has grown into a nationwide initiative that supports children and families during the most critical years of development, from pregnancy through early childhood.

FY2025 Highlights:

Building Better Tomorrows Across Singapore

12,500+

Children and families supported since inception of pilot

Supporting children and families from pregnancy through early childhood across Singapore

FY2025 Highlights:

The Child Development Journey

1,007

Expectant mothers and families enrolled in antenatal KidSTART

1,700

Families enrolled in postnatal KidSTART

18,000+

Home visits conducted

93.9%

Parents demonstrated understanding of their child's developmental and learning needs

85.5%

Children met age-appropriate developmental milestones at age 3

83.9%

Children met age-appropriate developmental milestones at age 5

800+

Children graduated from KidSTART

A Nationwide Reach

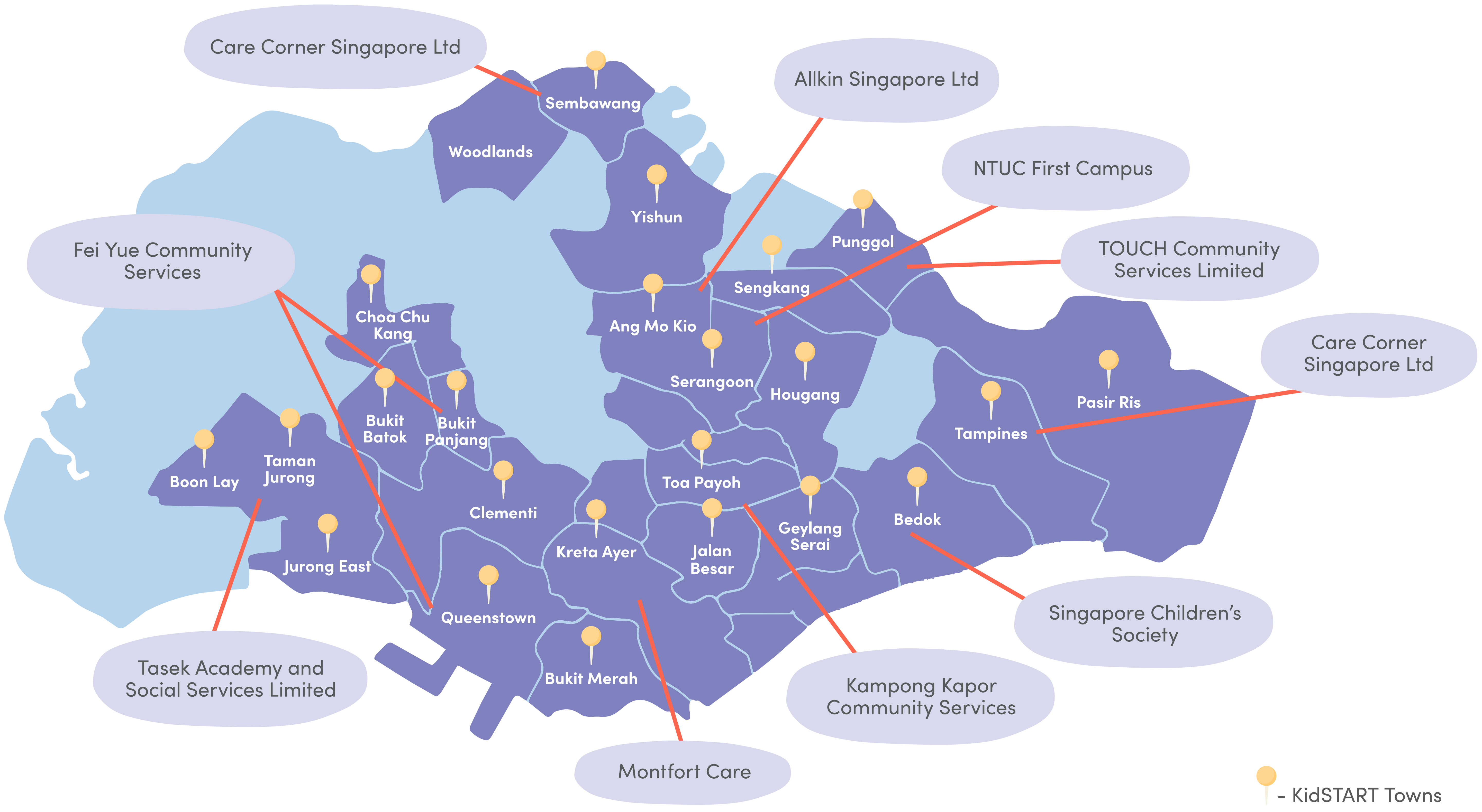
By FY2025, KidSTART had achieved coverage across all 24 Social Service Office towns, supporting children and families across Singapore.

24
SSO (Social Service Office) towns

7,053
Children supported nationwide

18,000+
Home visits conducted

251
Practitioners supporting families across the ecosystem



KidSTART's reach is made possible through a network of dedicated partners spanning antenatal and postnatal care:

Antenatal Partners
KK Women's and Children's Hospital Pte Ltd (KKH)
National University Hospital (Singapore) Pte Ltd (NUH)

Postnatal Partners
Allkin Singapore Ltd
Care Corner Singapore Ltd
Fei Yue Community Services
Kampong Kapor Community Services
Montfort Care
NTUC First Campus
Singapore Children's Society
Tasek Academy and Social Services Limited
TOUCH Community Services Limited

Stronger Outcomes for Children & Families

FY2025 MILESTONE

800+
Children Graduated

Better Child Outcomes

85.5%
Age 3 Milestones

83.9%
Age 5 Milestones

93.9%
Parent Understanding

Stronger Starts For Children

Celebrating the First National KidSTART Graduation

FY2025 marked an important milestone in KidSTART's journey with the first national graduation ceremony, bringing together more than 800 children and families from across Singapore.

The event celebrated children's progression to the next stage of their learning journey, while recognising the commitment of parents, caregivers, practitioners, volunteers and partners who had journeyed alongside them during the early years that matter most.

For many families, graduation represented years of growth, learning and perseverance. For KidSTART, it reflected a decade of supporting children and families to build strong foundations for the future.

FY2025 Outcome Highlights

- **800+** children graduated from KidSTART
- **85.5%** children met age-appropriate developmental milestones at age 3
- **83.9%** children met age-appropriate developmental milestones at age 5
- **93.9%** parents demonstrated understanding of their child's developmental and learning needs
- **10 Years** from pilot programme to nationwide initiative

Building Stronger Foundations for Every Child

KidSTART supports families from pregnancy through early childhood, helping children develop foundations they need to thrive.

How KidSTART Creates Change

KidSTART focuses on empowering parents and caregivers. Through early engagement, home-based support, and practical coaching, families strengthen their ability to provide responsive caregiving and enriching learning experiences. These positive changes contribute to healthy child development, school readiness, and ultimately, thriving children and stronger families.

KIDSTART'S THEORY OF CHANGE

Pregnancy & Early Support
- Antenatal enrolment and maternal wellbeing support
- Early engagement to prepare families for parenthood

Targeted Family Support
- Home visits by KidSTART practitioners
- Practical parenting guidance, coaching and resources

Stronger Parental Confidence
- Increased parenting knowledge
- Better understanding of children's developmental and learning needs

Responsive Caregiving
- Stronger parent-child relationships
- Nurturing home environments that support learning and development

Healthy Child Development
- Children achieve age-appropriate developmental milestones at ages 3 and 5

School Readiness
- Children gain the skills, confidence and resilience needed for primary school

Programme Completion
- Families graduate with stronger capabilities, support networks and community connections

Thriving Children, Stronger Families

SUPPORTING FAMILIES FROM THE VERY BEGINNING

Why the First 1,000 Days Matter

The first 1,000 days, from conception to a child's second birthday, lay the foundations for lifelong health, learning and wellbeing. Research shows that maternal wellbeing during pregnancy, together with responsive caregiving and supportive relationships in the early years, plays a critical role in shaping children's development and future outcomes.

In Singapore, findings from the **GUSTO** study highlight the link between positive maternal wellbeing, nurturing parenting practices and stronger cognitive development in children. These findings are reinforced by an **independent evaluation by the Centre for Evidence and Implementation (CEI) on KidSTART's programme**, which found that parents who received KidSTART support were more confident, less stressed and demonstrated stronger parent-child interactions, while their children showed improved socio-emotional development by age three.

Recognising this critical window of opportunity, KidSTART partners families from pregnancy onwards, equipping parents and caregivers with the knowledge, confidence and support to give their children the best possible start in life.

Sources: UNICEF, Early Moments Matter;
GUSTO (Growing Up in Singapore Towards healthy Outcomes);
Centre for Evidence and Implementation (CEI), KidSTART evaluation: Giving children from vulnerable families a stronger start in life (2021)

Reaching Families Before Birth

KidSTART works closely with:

- KK Women's and Children's Hospital Pte Ltd (KKH)
- National University Hospital (Singapore) Pte Ltd (NUH)

to identify and engage eligible families during pregnancy.

Through antenatal support, expectant parents receive guidance on maternal health, infant care, responsive caregiving, child development and family wellbeing.

In FY2025:

1,007

expectant mothers and families enrolled in KidSTART antenatal programmes

This exceeded the enrolment target of 1,000 families.

Each enrolment represents an opportunity to establish stronger developmental foundations and strengthen parental confidence before birth.

KidSTART parents at an antenatal scan, marking an early milestone

Multidisciplinary professionals from KidSTART partner hospitals

KidSTART Keyworker Dharshini Gunallan supporting KidSTART mother Natasha through her antenatal and early parenting journey

A Seamless Journey from Hospital to Home

KidSTART@KKH KIDS 0-3 and KidSTART@NUH serve as key entry points into the broader KidSTART ecosystem.

Families receive support during pregnancy and early infancy before transitioning into KidSTART's community-based programmes.

This continuity of care reduces service fragmentation and enables trusted relationships to develop over time.

As clinical support tapers, families continue receiving guidance through KidSTART's home visitation programme, ensuring support remains available during the years of greatest developmental growth.

FEATURE STORY

Yolanda's Story: The Work That Begins Before Birth

For **Yolanda Lai, Case Management Officer Lead at KidSTART@NUH**, every family's journey begins with a conversation.

For **Yolanda Lai, Lead Case Management Officer at KidSTART@NUH**, some of the most meaningful work happens before a child is born. Every day, she meets expectant parents preparing for one of life's biggest transitions.

While pregnancy is often filled with anticipation, many families are also navigating financial pressures, housing concerns, relationship challenges and uncertainty about the future.

Through KidSTART@NUH, Yolanda and her team support families from pregnancy until their baby's first six months, providing developmental guidance, parenting information and practical support while helping parents build confidence for the journey ahead.

One family remains especially memorable to her. The young couple were expecting their first child and were excited about becoming parents, but conversations about finances, caregiving responsibilities and the future often led to tension. Neither felt fully prepared for the changes ahead.

Through regular engagement with KidSTART, the couple began discussing their concerns more openly and learning how to support one another during stressful moments. They attended appointments together, explored different caregiving approaches and gradually shifted their focus from their differences to their shared goal of providing the best possible start for their child.

As their baby's arrival drew closer, Yolanda observed positive changes in their relationship. They communicated more effectively, celebrated milestones together and developed greater confidence in their roles as parents. By the time their child was born, they had built stronger emotional resilience and a clearer sense of partnership.

Stories like these remind Yolanda why early engagement is so important. By connecting with families during pregnancy, practitioners can build trust, identify challenges early and equip caregivers with the knowledge and support they need before difficulties become overwhelming.

"The growth isn't only in the children," Yolanda reflects. "Parents grow too. They become more confident, more capable and more hopeful about the future."

Every one of the **1,007 expectant mothers and families** who enrolled in KidSTART's antenatal programmes in FY2025 has a unique story. For Yolanda, it is a privilege to walk alongside them at the very beginning of their parenting journey. Because sometimes the strongest foundation a child can receive is the support and assurance given to parents before their child even takes their first breath.

Yolanda Lai providing guidance and support to an expectant parent through KidSTART's antenatal programme

Yolanda Lai supporting a family through home visits and developmental guidance during their child's early years

The Heart of Our Work:

HOME VISITATION

In FY2025, home visitation remained the cornerstone of KidSTART's service delivery model, enabling practitioners to work alongside families in the environment where child development takes place every day. Following positive findings from KidSTART's outcome evaluation study, the programme fully transitioned to a home visitation model, strengthening its focus on evidence-informed, relationship-based support for families.

By bringing support directly into homes, KidSTART helps caregivers build the knowledge, skills and confidence needed to create nurturing environments that support healthy child development and family wellbeing.

How Home Visitation Creates Impact

Home visitation is more than a programme activity. It is the primary pathway through which KidSTART strengthens outcomes for children and families.

Through regular visits, practitioners partner caregivers to:

- **Build confidence in parenting and caregiving**
- **Strengthen parent-child relationships**
- **Support children's learning and development**
- **Identify emerging needs early**
- **Connect families to broader systems of support**

This approach allows guidance to be tailored to each family's circumstances, routines and developmental priorities. Rather than asking families to adapt new practices in unfamiliar settings, practitioners help caregivers apply these strategies directly within their daily lives.

KidSTART journeys with parents and caregivers through home visits

KidSTART Practitioner Coco Lee supports families during their parenting journey through everyday moments

THE KIDSTART IMPACT PATHWAY

Home Visits

Practical coaching and development guidance

Stronger caregiver knowledge, confidence and responsiveness

More positive parent-child interactions

Improved Child Development & Family Wellbeing

Evidence of Change

An outcome evaluation of the KidSTART programme conducted by the Centre for Evidence and Implementation (CEI) in 2021 found sustained improvements in factors associated with positive child development outcomes. The evaluation was commissioned by the Early Childhood Development Agency (ECDA).

Families who participated in KidSTART demonstrated:

Stronger Caregiver Capability

Caregivers reported:

- **Increased parenting competence and confidence**
- **Greater understanding of their children's developmental needs**
- **Improved responsiveness, warmth and sensitivity towards their children**

These improvements strengthen caregivers' ability to provide the consistent, nurturing relationships that support healthy development.

Stronger Family Resilience

Families experienced:

- **Increased social support**
- **Stronger connections to community resources**
- **Greater ability to seek support when challenges arose**

By strengthening both informal and formal support networks, families became better equipped to navigate periods of stress and transition.

Better Outcomes for Children

Children benefitted from:

- **More positive parent-child interactions**
- **Stronger social-emotional development**
- **Improved developmental foundations during the critical early years**

Together, these outcomes demonstrate how strengthening caregiver capability contributes to positive developmental trajectories for children.

Sources: Centre for Evidence and Implementation (CEI), KidSTART evaluation: Giving children from vulnerable families a stronger start in life (2021)

Positive Parent-Child Relationships

Practitioners coach caregivers in responsive interactions that foster secure attachment, emotional regulation and confidence in young children.

Learning Through Everyday Experiences

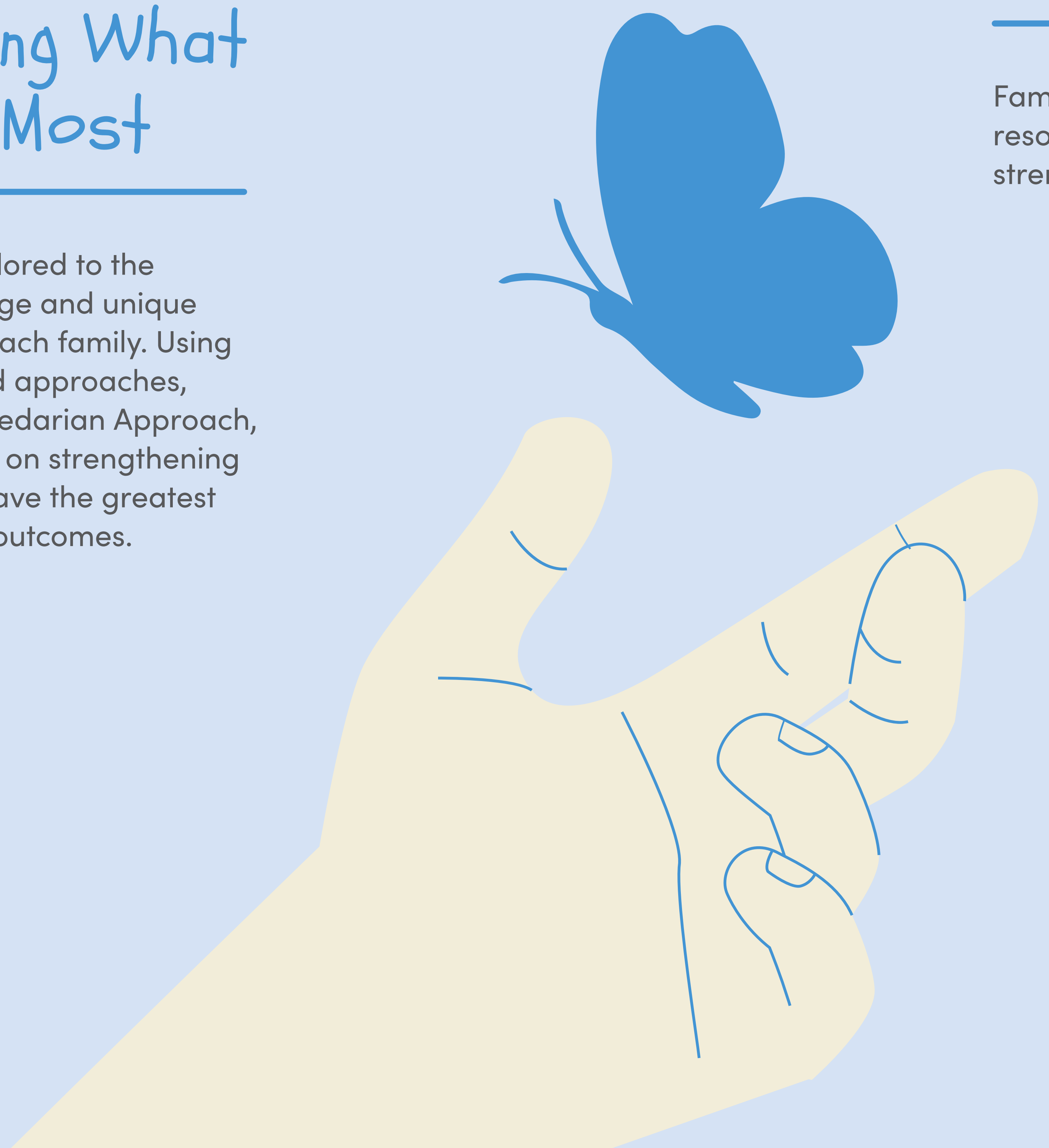
Families learn practical ways to support language, cognitive and social-emotional development through everyday routines such as reading, mealtimes, play and daily conversations.

Supporting What Matters Most

Home visits are tailored to the developmental stage and unique circumstances of each family. Using evidence-informed approaches, including the Abecedarian Approach, practitioners focus on strengthening interactions that have the greatest influence on child outcomes.

Caregiver Wellbeing and Resilience

Support is provided to strengthen parental wellbeing, recognising that caregivers are better able to support their children when they themselves feel supported.



Social Support and Community Connections

Families are connected to community resources, peer networks and services that strengthen resilience and reduce isolation.

Holistic Family Support

Where additional needs are identified, practitioners facilitate access to health, financial and social support services, helping families address challenges that may affect child wellbeing.

STRONGER PARTNERSHIPS. WIDER IMPACT.

Children's outcomes are shaped by more than parenting and developmental support alone. Factors such as health, nutrition, learning opportunities, financial stability and access to community resources all play an important role in a child's wellbeing and development.

Recognising this, KidSTART adopts an ecosystem approach to partnerships, bringing together corporates, community organisations and sector partners to strengthen support for children and families beyond the home visit.

Our partnerships are centred around three key areas of support:

Together, these partnerships help extend KidSTART's reach beyond direct programme delivery, creating a more comprehensive network of support for children and families.

By addressing the broader determinants of child wellbeing, KidSTART is able to strengthen outcomes for families while building a stronger ecosystem around them.

Healthy with KidSTART

Ensuring families have access to the resources needed to support healthy pregnancies, child development and overall wellbeing. This includes nutrition support, baby essentials, maternal wellbeing resources and other forms of practical assistance that help families meet their children's basic needs.

- Fresh Food Produce
- Prenatal Welcome Packs
- Prenatal Support for Pregnant Mothers & Babies
- Children Diapers

Learning with KidSTART

Creating opportunities for children and families to learn, play and grow together. Through books, learning materials, play resources and family experiences, these partnerships support early literacy, child development and positive parent-child interactions.

- KidSTART Stories
- Postnatal Welcome Packs
- PlayFULL Learning Packs
- Learning Journeys and Excursions

Growing with KidSTART

Supporting families through broader developmental, financial and community-related needs. This includes developmental resources, financial literacy, household support, and other forms of assistance that strengthen family resilience and long-term stability.

- Package of Assistance
- Other Early Childhood Development Support
- Matched Savings
- Graduation Ceremony and Gifts

DBS Foundation × KidSTART Pregnant Mum & Baby Nutrition Programme

In September 2025, KidSTART partnered DBS Foundation to launch the Pregnant Mum & Baby Nutrition Programme. The programme strengthens maternal wellbeing through nutritional, emotional and financial support, helping expectant and new mothers build a stronger foundation for their child's development.

Minister for Social and Family Development Masagos Zulkifli attended the launch of the Pregnant Mum & Baby Nutrition Programme

FY2025 Highlights

500 mothers enrolled in Cohort 1

2,250 mothers targeted over three years

4.82/5 average workshop satisfaction rating

99% would recommend the programme

>550 hours of support provided by DBS People of Purpose volunteers

The programme includes:

- Prenatal mummy pack with practical items to support mothers during pregnancy
- Maternal mental wellbeing and financial literacy workshops specially developed in partnership with Singapore Association for Mental Health and SpedGrow respectively and conducted with the support of DBS People of Purpose volunteers
- Postpartum nutrition support with 10 days' worth of confinement meals
- S$300 supermarket vouchers to support pregnancy and baby-related needs
- Community channels to build social connections and provide peer support for pregnant mothers

S$6.5mil committed by DBS Foundation over three years

"A good start in life provides a child with the foundation from which to build on and thrive. By ensuring that everyone, including those with less, has the support they need, we hope to help break the cycle of disadvantage early and foster a more inclusive and equitable society."

Ms Karen Ngui,
Head of DBS Foundation

"At KidSTART, we acknowledge that it is crucial to reach mothers early, even during the pregnancy stage, to ensure that every child has a good start in life. Beyond the numbers, this partnership ensures that more families feel supported during pregnancy, giving them the confidence and foundation they need for a better tomorrow."

Mr Joel Tan,
Chief Executive Officer, KidSTART Singapore

Ms Nadia's Story: Support When It Matters Most

When Mdm Nur Nadia Nasri attended the launch of the **DBS Foundation x KidSTART Pregnant Mum & Baby Nutrition Programme** in September 2025, she was preparing to welcome her fourth child. As an experienced mother, Nadia knew that every pregnancy brings its own joys and challenges. While she felt more prepared than she had been with her first child, she also understood the physical, emotional and practical demands that come with caring for a newborn while raising a growing family.

For Nadia, motherhood has always been about putting her children's needs first. Yet over the years, she realised that caring for a child also requires taking care of oneself. Recovery after childbirth, maintaining emotional wellbeing and finding time to rest can often be just as important as preparing for a baby's arrival.

Two aspects of the programme resonated particularly strongly with her. The first was the postpartum meal support provided after delivery. Reflecting on her earlier pregnancies, Nadia recalled spending much of her recovery period managing household responsibilities while caring for a newborn.

"In my previous pregnancies, I often had to prepare my own meals during confinement," she shared. "Having nutritious meals provided would mean I could focus more on my baby and my own recovery."

Equally meaningful was the programme's focus on maternal mental wellbeing. Through workshops and discussions, Nadia gained a deeper appreciation of the emotional challenges that can accompany pregnancy and parenthood. She recognised that many mothers experience stress, anxiety or emotional exhaustion, yet may not always know when or how to seek help.

"A lot of mothers struggle with their mental health, but they don't realise it. Sometimes they don't know who to turn to."

For Nadia, one of the programme's most important messages was that mothers need support too. By encouraging conversations about emotional wellbeing and strengthening support networks, the programme helped reinforce the idea that seeking help is a sign of strength, not weakness.

The experience also reminded her that supporting mothers ultimately benefits children. When parents are physically well, emotionally supported and better equipped to cope with life's demands, they are more able to provide the nurturing and stable environment children need during their earliest years.

Nadia's story reflects the broader purpose of the DBS Foundation x KidSTART Pregnant Mum & Baby Nutrition Programme. Beyond nutritional support and practical resources, the initiative aims to strengthen maternal wellbeing, family resilience and parental readiness during one of life's most significant transitions. In Singapore's ageing society, where every child is precious, investing in parents and children early helps create the foundations for stronger families and a more resilient future.

For Nadia, the programme arrived at the right time. More importantly, it affirmed a message she believes every mother should hear: caring for a child begins with caring for the person raising them. Because when mothers are supported, children and families are better placed to thrive.

KidSTART Sparkle Homes

In partnership with the PAP Community Foundation (PCF), KidSTART launched KidSTART Sparkle Homes in October 2025, a three-year initiative supporting KidSTART families with children in PCF Sparkletots Preschools in creating safer and more conducive home environments through the provision of household and/or child development items.

KidSTART Sparkle Homes equips families with household items and resources that support their children's growth and development

KidSTART beneficiaries browsing merchandise during the launch of KidSTART Sparkle Homes at the Mothercare Experience Store at HarbourFront Centre on 18 October 2025

PROGRAMME HIGHLIGHTS

Up to
S$412,000
committed over three years

Up to
S$1,500
per family

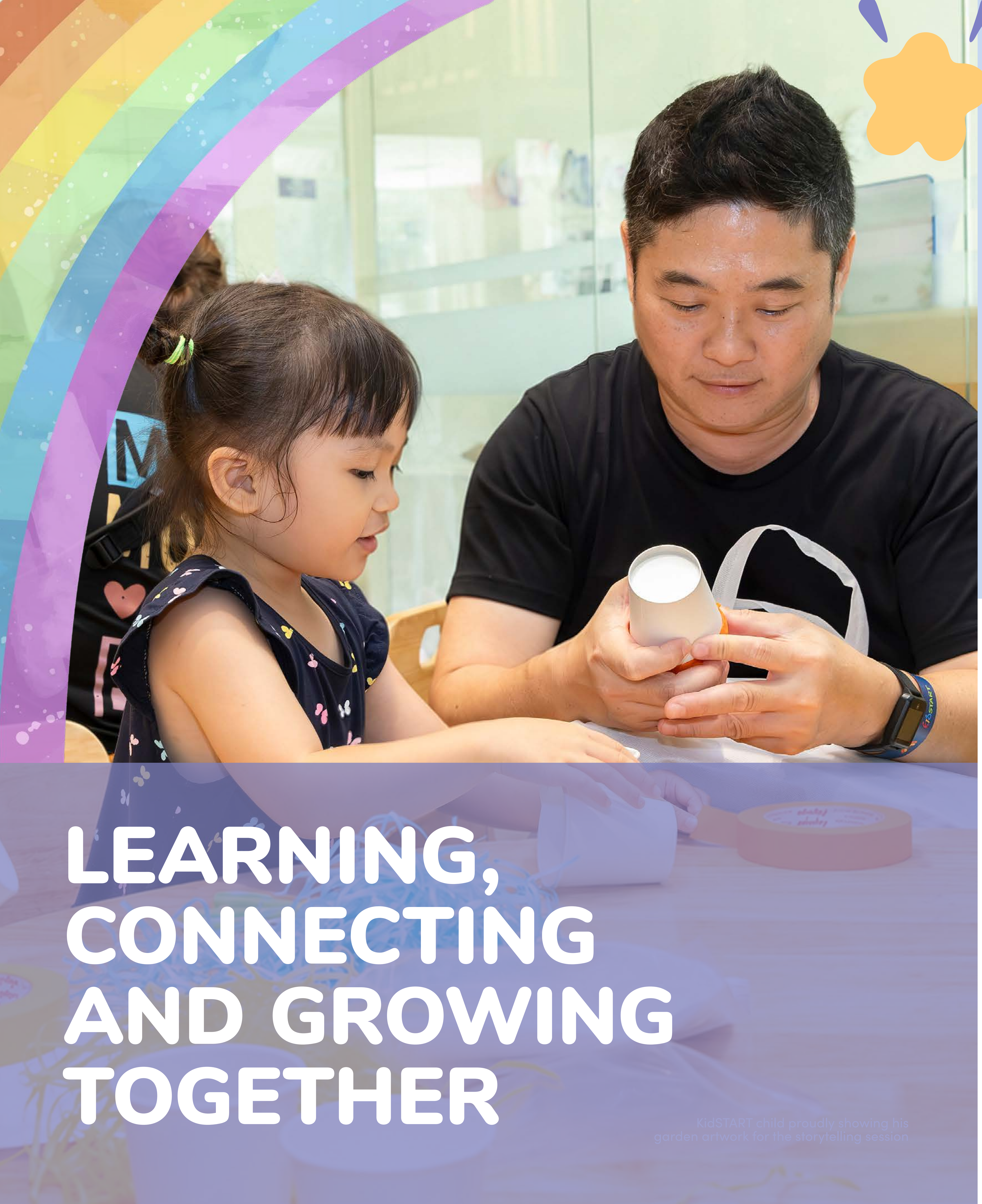
260
families to benefit

60
families supported at launch

Through KidSTART Sparkle Homes, 260 KidSTART families will receive household and child development items over three years

Under the KidSTART Sparkle Homes initiative, KidSTART families will each get up to S$1,500 worth of necessities

Minister for Digital Development and Information Josephine Teo in a group photo with KidSTART beneficiaries at the launch of KidSTART Sparkle Homes at the Mothercare Experience Store at HarbourFront Centre on 18 October 2025



LEARNING, CONNECTING AND GROWING TOGETHER

KidSTART child proudly showing his garden artwork for the storytelling session

Community engagement remains an important complement to KidSTART's direct interventions.

FY2025 Community Engagement Highlights:

400+ families engaged

7 community events and engagement initiatives

550+ children participated

These activities created opportunities for families to learn, connect and build support networks.

KidSTART families at Garden Wonders, an interactive storytelling session that brings reading to life

Garden Wonders

Through its partnership with Gardens by the Bay, Garden Wonders bring stories to life in a way that is engaging, sensory-rich and emotionally resonant for our children.

FY2025 Impact:

121 families reached

469 participants engaged

53 volunteers mobilised

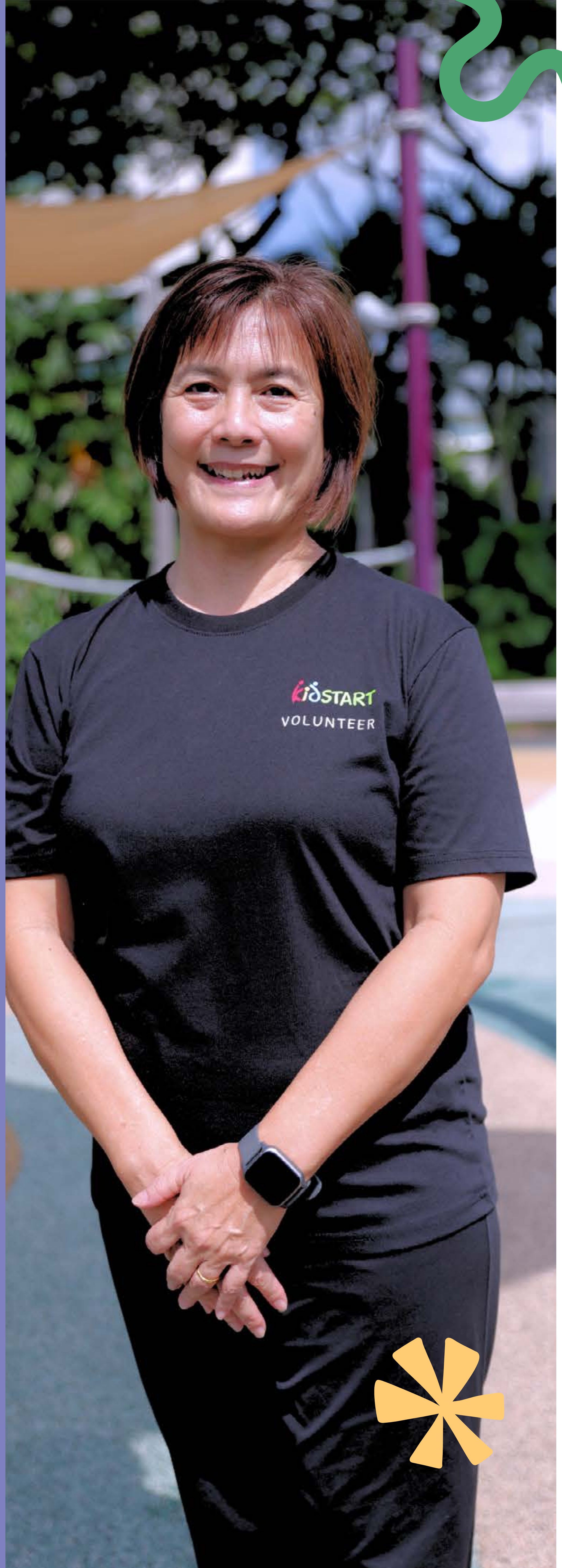
Our trained volunteers play a critical role in creating a fun-filled environment that strengthen parent-child bonds and connect families with the larger KidSTART community.

A KidSTART engages in a hands-on cup-stacking activity at Garden Wonders

Sarah's Story: Turning a Love of Reading into a Gift for Families

"The laughters, smiles, thank-yous and moments of discovery leave me humming happily as I walk home at the end of a physically tiring day. If you believe that every child, no matter their background, deserves a good start in life, then volunteer with KidSTART and help make that belief a reality."

Sarah Wang,
KidSTART Volunteer



After spending much of her career nurturing young children as a preschool educator, Sarah Wang could have chosen a quiet retirement. Instead, she chose a new chapter of service. Today, Sarah is one of the dedicated volunteers supporting Garden Wonders, KidSTART's literacy and family engagement initiative delivered in partnership with Gardens by the Bay.

Her journey began several years ago through a community programme that brought families together. When the initiative concluded, Sarah wanted to continue making a difference. KidSTART provided that opportunity.

What started with delivering resources to KidSTART families and supporting KidSTART events gradually evolved into a deeper commitment with Sarah championing KidSTART's cause as a passionate Volunteer Ambassador and a storyteller. In her role as a storyteller, Sarah embraced volunteer training sessions where she learnt new techniques to engage children through music, props and interactive storytelling. Despite decades of experience in early childhood education, she found herself learning something new.

"Every child is different," she reflects. "There is always something more to learn."

What she enjoys most is watching families participate together. A child laughing during a story. A parent joining in enthusiastically. Families sharing a moment of joy. These seemingly small moments often leave lasting impressions.

Over time, Sarah began hearing from parents who had created reading corners at home using books received through KidSTART Stories. Others shared how reading had become part of their bedtime routines. For Sarah, these stories are especially meaningful. They demonstrate that literacy development is not just about books. It is about relationships between parents and children, and the time they spend together learning, growing and building positive memories.

"Every volunteer plays a part," she says.

Her contribution may seem simple: **one storybook, one reading session, one family at a time.** Yet through volunteers like Sarah, children discover the joy of reading, parents gain confidence and communities become stronger.

And that is a story worth telling.

Sarah has been a dedicated KidSTART volunteer since **2022**. In recognition of her unwavering commitment, she was named **KidSTART's Most Dedicated Volunteer** in both **2023** and **2024**, having contributed the highest number of volunteer hours. She was also honoured at the **Ministry of Social and Family Development's (MSF) Volunteer and Partner Awards**, receiving the **MSF Community Care Award** in **2024**.

IMPACT BEYOND THE PROGRAMME

Every outcome has a human story behind it.

Families like Hartini's and Hidayu's remind us that the impact of early intervention extends well beyond childhood.

FEATURE STORY

Hartini's Story: Finding Strength Through Adversity

When Mdm Hartini Binte Karyana joined KidSTART in 2022, her daughter Sarah was just three months old. Like many parents, she hoped to give her child the best possible start in life and looked forward to seeing her grow, learn and thrive.

Life, however, took an unexpected turn.

In 2024, Hartini faced a recurrence of breast cancer after having spent years in remission. At the same time, she was navigating divorce proceedings while caring for a young child. As if those challenges were not enough, her mother was also diagnosed with breast cancer. Suddenly, Hartini found herself balancing medical treatments, parenting responsibilities and uncertainty about the future, all at once.

Despite these difficulties, her focus remained unwavering: providing stability and care for Sarah.

During this period, KidSTART became an important source of support. Through regular home visits, Hartini worked closely with her KidSTART Practitioner, Melissa Miranda, to support Sarah's development and strengthen her parenting journey. Together, they focused on practical strategies that could be incorporated into everyday family life, from encouraging

Despite a cancer relapse in 2024, Mdm Hartini remained steadfast in caring for her family and building a stable future for her daughter, Sarah

positive behaviours and communication to supporting Sarah's emotional development.

One area Hartini found particularly helpful was learning how to respond to Sarah's big emotions and developmental needs with greater confidence and consistency. The personalised guidance gave her practical tools that she could apply immediately at home, helping her navigate parenting challenges during an especially demanding season of life.

The home visits also provided moments to celebrate progress. Amid hospital appointments and personal setbacks, each developmental milestone Sarah achieved became a source of encouragement. Every new skill and accomplishment served as a reminder that growth was still taking place and that brighter days lay ahead.

At the same time, Hartini remained determined not to put her own aspirations on hold. While undergoing treatment and caring for Sarah, she pursued a **Higher Diploma in Social Service**, motivated by a desire to create a better future for herself and her daughter. Balancing studies, parenthood and medical appointments was not easy, but she persevered through each challenge.

Her determination paid off. In November 2025, Hartini graduated and received the **Social Service Institute (SSI) Commendation Award** in recognition of her resilience and commitment.

Soon after, she joined Club Rainbow Singapore as an Associate, where she could draw on her own experiences to support children and families facing adversity.

Another milestone followed, when Hartini received the **Ibu Tabah (Resilient Mother) Award**, which honours mothers who demonstrate extraordinary perseverance in the face of hardship.

For Hartini, however, the achievement she treasures most is seeing Sarah continue to flourish. Today, Sarah is a confident, curious and happy child who continues to grow and explore the world around her. Behind every milestone is a mother's determination to keep moving forward, even when circumstances seemed overwhelming.

Hartini's journey reflects the impact KidSTART strives to create every day. Beyond helping families navigate immediate challenges, KidSTART works alongside parents to build capability, resilience and hope for the future. Her story is a powerful reminder that when families receive the right support at the right time, they can overcome adversity, discover their strengths and build strong foundations for their children.

Mdm Hartini received the Ibu Tabah (Resilient Mother) Award in 2026. (Photo credit: Instagram/Ain Society)

Because sometimes the strongest foundations are built during the hardest seasons of life.

"The home visits gave me practical ways to support Sarah's development and reminded me that even during difficult times, progress is still possible."

Despite the challenges, Mdm Hartini persevered and completed her Higher Diploma in Social Service

FEATURE STORY

Hidayu's Story: From Parent to Early Childhood Educator

"KidSTART helped me see possibilities for myself that I had never considered before. Today, I have the privilege of supporting young children, just as others once supported me. I've learnt that growth takes time, and that it's okay to bloom when you're ready."

When Mdm Nurhidayu Mohamed joined KidSTART in 2016, she was focused on raising her young family and giving her children the best possible start in life. At the time, she was caring for three children, including a baby who was just ten months old. Like many parents, her days revolved around meeting her children's needs and navigating the demands of family life. Little did she know that her KidSTART journey would also shape her own future.

During her time in the programme, Hidayu developed a close relationship with her KidSTART Practitioner, Wei Qi Lee. Through their interactions, Wei Qi recognised qualities that Hidayu herself had not fully appreciated: patience, warmth and a natural ability to engage young children. As they worked together to support her children's development, conversations gradually expanded beyond parenting to include Hidayu's aspirations and future possibilities.

Encouraged by those around her, Hidayu began considering a career in early childhood education. Returning to study while raising young children was a significant step, but she was determined to create new opportunities for herself and her family. Her efforts eventually led her into the early childhood sector, where she started her role as an Assistant Teacher in a private centre.

What began as a new career opportunity soon became a calling. Drawing on the skills she had developed as a parent, Hidayu found purpose in nurturing and supporting the development of young children. Over time, she progressed to become an **Infant Educator**, continuing to build her professional knowledge and experience while making a positive difference in the lives of children and families.

Mdm Hidayu and her daughter, Damia, bonding over play

Her dedication was recognised by ECDA in 2024 when she received the **Promising Infant Educator Award**. For Hidayu, the award represented more than professional achievement. It reflected a journey of **growth, perseverance and self-belief,** made possible through the encouragement of those who saw potential in her long before she recognised it herself.

Today, Hidayu is a proud mother of five children and a committed early childhood educator. Although her family's KidSTART journey has come to an end, its impact continues through the many children she now supports in her professional role.

Hidayu's story demonstrates how investing in parents can create impact far beyond a single household. A programme that began by supporting her children ultimately helped shape a future early childhood educator who now nurtures the development of many more children in her community. By empowering caregivers, KidSTART helps unlock strengths, aspirations and opportunities that can positively influence future generations.

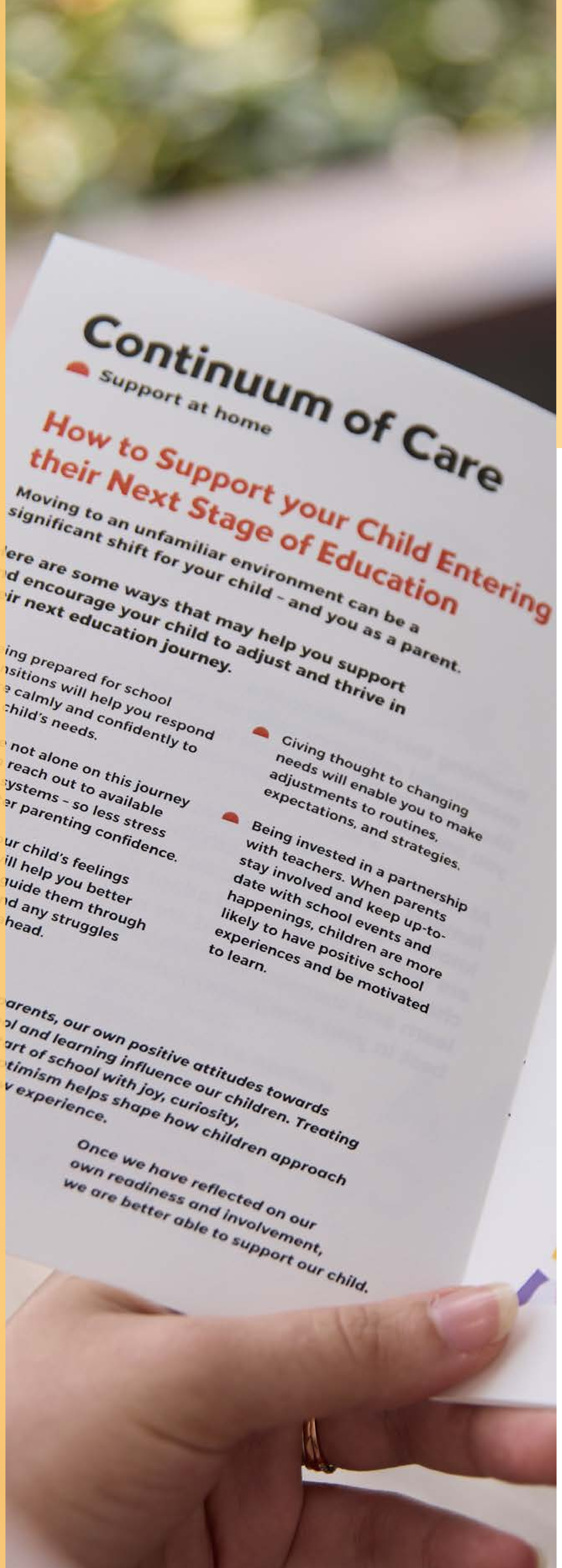
Mdm Hidayu was recognised with the Promising Infant Educator Award at the ECDA Awards 2024

Mdm Hidayu and KidSTART Practitioner Wei Qi Lee at the ECDA Awards 2024

A Milestone Worth Celebrating

> Today's graduation ceremony is a celebration of every step taken by our children and families, and of the village that has supported them along the way. It reflects the growth of the children, the unwavering commitment of their caregivers, and the dedication of practitioners, volunteers and partners who have journeyed closely with families throughout their KidSTART experience.

Mr Joel Tan,
Chief Executive Officer,
KidSTART Singapore



KidSTART Singapore Inaugural Graduation Ceremony

On 24 January 2026, KidSTART Singapore reached an important milestone with its first-ever Graduation Ceremony at Gardens by the Bay. **More than 800 children** graduated from the programme, marking the culmination of years of support provided to children and families across Singapore.

For many organisations, a graduation ceremony marks the end of a programme. For KidSTART, it represented something far greater. It was a celebration of children's growth, parents' perseverance and a decade of collective effort to ensure that every child, regardless of circumstance, has the opportunity to thrive.

For many graduating families, the journey began long before this moment. Some first met KidSTART during pregnancy, while others joined when their children were infants taking their first steps, speaking their first words or learning to navigate the world around them. Over the years, they welcomed practitioners into their homes, celebrated developmental milestones, overcame challenges and built the knowledge and confidence needed to support their children's growth.

What united these families was a shared commitment to giving their children the best possible start in life.

Customised trophies for graduating children at KidSTART graduation ceremony

KidSTART Celebration Wall showcasing KidSTART's ecosystem of support

KidSTART graduation ceremony celebrates over 800 children completing the programme and moving on to their next stage of education

KidSTART's inaugural graduation ceremony marks a milestone in supporting families and children in their early years

Over the last decade, KidSTART has evolved from a pilot initiative into a nationwide programme supporting families across all **24 SSO towns** in Singapore. Since inception, **more than 12,500 children and families** have benefited from coordinated support spanning pregnancy through the early years of childhood. The inaugural graduation provided a tangible reflection of what that investment has achieved.

The graduating cohort represented children who had benefited from years of developmental guidance, home visitation, caregiver coaching, antenatal support, community programmes and partnerships designed to strengthen family resilience and child development during the most critical years of life. Their achievements were reflected not only in graduation certificates, but also in the outcomes underpinning their journey.

Among children who received at least two years of KidSTART intervention, 85.5% met age-appropriate developmental milestones at age three and 83.9% met age-appropriate developmental milestones at age five, both exceeding programme targets. At the same time, 93.9% of parents demonstrated an understanding of their children's developmental and learning needs, reflecting KidSTART's belief that strong outcomes for children begin with confident and capable caregivers.

These figures represent thousands of everyday interactions that took place long before graduation day, from parents reading to their children before bedtime and caregivers learning how to respond to big emotions, to practitioners supporting families through moments of uncertainty. Over time, those interactions accumulated into something much greater.

For parents, the graduation was often deeply emotional. It was a reminder of how far they had come, not only as caregivers, but as individuals.

Minister for Social and Family Development Masagos Zulkifli attended KidSTART's inaugural graduation ceremony

Mdm Fatimah and Sheik Fayyad were among the families celebrating their children's graduation from the KidSTART programme

Ms Vanessa and Mr Shawn attended the KidSTART Graduation ceremony with their daughters, including Mia, who graduated from the programme

Mr Hoo and graduand Marabel created a family tree at the "Hands of Growth" station during the KidSTART Graduation Event

Many had faced significant life challenges while raising their children, including financial difficulties, health concerns, housing instability and limited support networks. Others entered parenthood feeling uncertain and overwhelmed.

Along the way, they discovered strengths they did not know they possessed, learnt to advocate for their children, built confidence in their parenting and developed routines, relationships and aspirations that created stronger foundations for family life.

The ceremony therefore celebrated more than children's achievements. It celebrated the resilience, commitment and growth of families who had invested years in their children's future. It also recognised the village that stood behind them, including KidSTART practitioners, healthcare professionals, community partners, volunteers, donors and supporters who contributed to their journey. Together, they formed the ecosystem that made these outcomes possible.

To support families as they transition into the next phase of their journey, every graduating child received S$100 in books and stationery vouchers and S$100 in transport vouchers. Families also have continued access to ComLink+ family coaches and community resources, which enables continued support beyond their participation in the programme.

Perhaps the most meaningful takeaway from the day was hope. It was reflected in children entering their next stage of learning with stronger developmental foundations, in parents who now have greater confidence in their ability to nurture, guide and advocate for their children, and in communities that have come together to support families during the years that matter most.

The inaugural graduation marked the completion of one chapter, but not the end of the story. For the children who graduated that day, it was the beginning of new opportunities, experiences and possibilities. For KidSTART, it was a powerful affirmation of what can be achieved when families receive the right support at the right time. For everyone who has been part of the journey over the past decade, it served as a reminder of why this work matters.

Because when a child is given a stronger start in life, the impact extends far beyond the early years. It shapes confidence, nurtures potential and strengthens families. Ultimately, it helps build a better tomorrow for all.

BUILDING A STRONG ORGANISATION FOR GREATER IMPACT

Investing in Quality to Improve Outcomes

High-quality home visitation depends on skilled practitioners, strong supervision and consistent practice standards.

As part of the transition to a fully home visitation model, KidSTART continued investing in workforce capability and quality improvement across the ecosystem.

KidSTART Practitioner Azimah Azhar

KidSTART Practitioner Coco Lee

FY2025 Practice Quality Highlights

100+

Practitioners participated in structured mentoring and group learning initiatives

900+

Home visits were observed and reviewed

These initiatives strengthened practitioner competencies in:

- Caregiver engagement
- Relationship-building
- Developmental coaching
- Facilitating meaningful parent-child interactions

KidSTART Practitioner Coco Lee supporting a child's learning and development through play during a home visit

Progress was reflected in improved Home Visit Rating Scales (HOVRS) scores, an internationally recognised measure of home visitation quality.

KidSTART also introduced a Learning Management System, enhancing onboarding, professional development and knowledge-sharing across agencies.

Building Capability Across the Ecosystem

Growing Sector Capability

KidSTART contributes to the wider early childhood ecosystem through professional learning, knowledge sharing and collaboration.

KidSTART practitioners engaged students from Ngee Ann Polytechnic's Diploma in Early Childhood Development and Education programme, sharing insights into family-centred practice, practitioner wellbeing and reflective learning.

KidSTART Practitioner Azimah Azhar presenting to Ngee Ann Polytechnic students on the KidSTART programme

KidSTART also contributed to the Early Childhood Celebrations and Conference (ECCC) 2025 through workshops focused on caregiver engagement and parent-child partnerships.

KidSTART continues to remain committed in building partnerships with future early childhood educators

Learning Beyond Borders

KidSTART welcomed

16 delegates from Cambodia, Thailand, and the Philippines

through the Early Childhood Capability Exchange Programme.

The visit provided opportunities to share Singapore's experience supporting families during the first 1,000 days of life while fostering regional collaboration and professional exchange.

KidSTART and ASEAN delegates exchange best practices in supporting young children and families at the Early Childhood Capability Exchange Programme

KidSTART also strengthened its evidence-informed approach through knowledge exchange with Mr Rob Ryan, Chief Executive Officer of Australia's Parenting Research Centre, exploring developments in parenting interventions and implementation science.

Together, these efforts strengthen the wider ecosystem supporting children and families across Singapore and beyond.

KidSTART receives the SmallTalk licence and certification to implement the evidence-based parenting approach

Lasting Impact Beyond the Home Visit

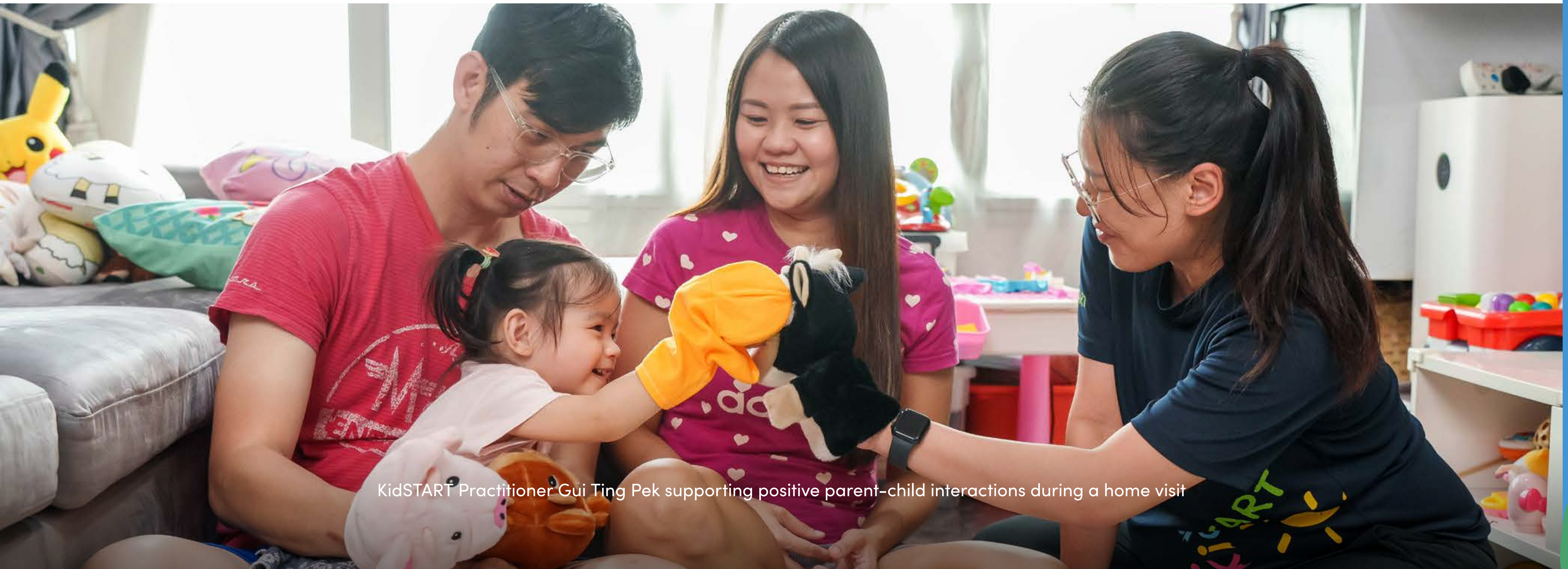
Home visitation is more than a programme activity. It is the primary pathway through which KidSTART strengthens outcomes for children and families, one relationship, one interaction and one family at a time.

The true impact of a home visit is not measured by the hour spent with a family. Its value is reflected in what happens afterwards.

It can be seen in caregivers who feel more confident responding to their children's needs. It can be seen in parents who transform everyday routines into opportunities for learning and connection. It can be seen in families who feel more supported and better connected to resources. Most importantly, it can be seen in children who experience positive, responsive interactions during the years that matter most.

These everyday moments may seem small, but together they create lasting change.

By combining evidence-informed practice, developmental guidance and holistic family support, KidSTART strengthens family capability, improves child outcomes and lays stronger foundations for the future. At the same time, by investing in practitioner development, sector collaboration and knowledge exchange, KidSTART continues to build capability across the wider ecosystem.



KidSTART Practitioner Gui Ting Pek supporting positive parent-child interactions during a home visit

FY2025 at a Glance

Supporting Families
Through trusted home visitation and family-centred practice

Strengthening Practice
Through supervisory coaching and practitioner capability development

Growing the Sector
Through professional learning and knowledge sharing

Building Partnerships
Through collaboration across Singapore's early childhood ecosystem

Learning Globally
Through international knowledge exchange and evidence-informed practice

When families are empowered, practitioners are equipped, and partners work together, every interaction becomes an opportunity to create brighter futures for children. This is how lasting impact is built, one family at a time.

Strengthening Governance and Resilience

Strong governance remains essential to sustaining impact.

Key achievements included:

- Achieved full compliance with the Code of Governance for Charities and IPCs
- Administered the inaugural PSD Employee Engagement Survey to strengthen employee engagement and workplace effectiveness
- Undertook the National Council of Social Service's (NCSS) Organisational Health Diagnostic Scheme to strengthen organisational capabilities
- Strengthened Board competencies and organisational effectiveness through a major Board renewal exercise
- Established a feedback management framework to strengthen accountability and organisational learning
- Established business continuity and crisis management framework to strengthen organisational resilience

These investments ensure KidSTART remains resilient, accountable and future-ready.

STEWARDING RESOURCES RESPONSIBLY

Highlights

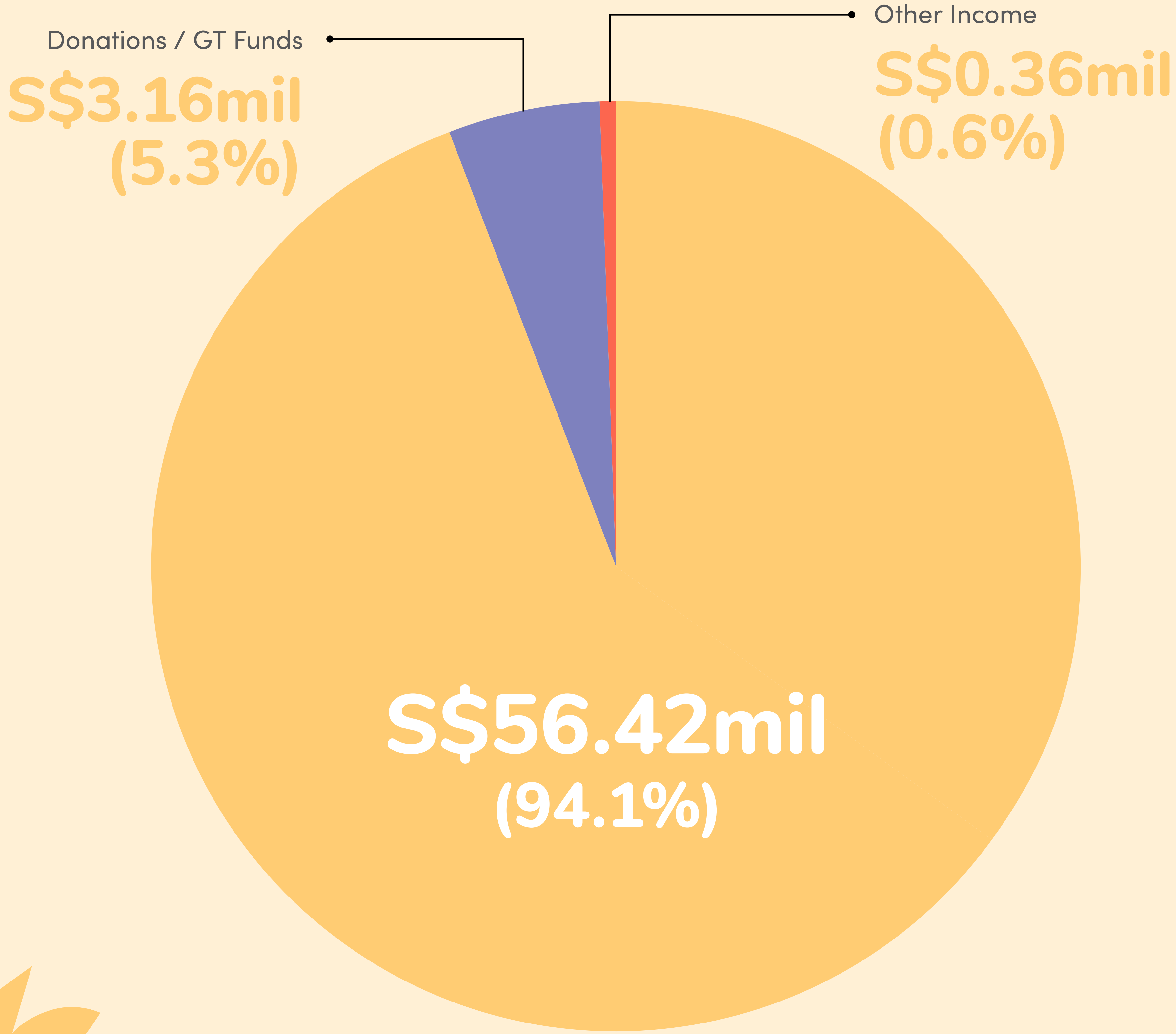
Every dollar entrusted to KidSTART is invested with the goal of improving outcomes for children and families.

Through disciplined stewardship, strong governance and responsible financial management, KidSTART continues to maximise impact while ensuring long-term sustainability.

Financial Performance at a Glance

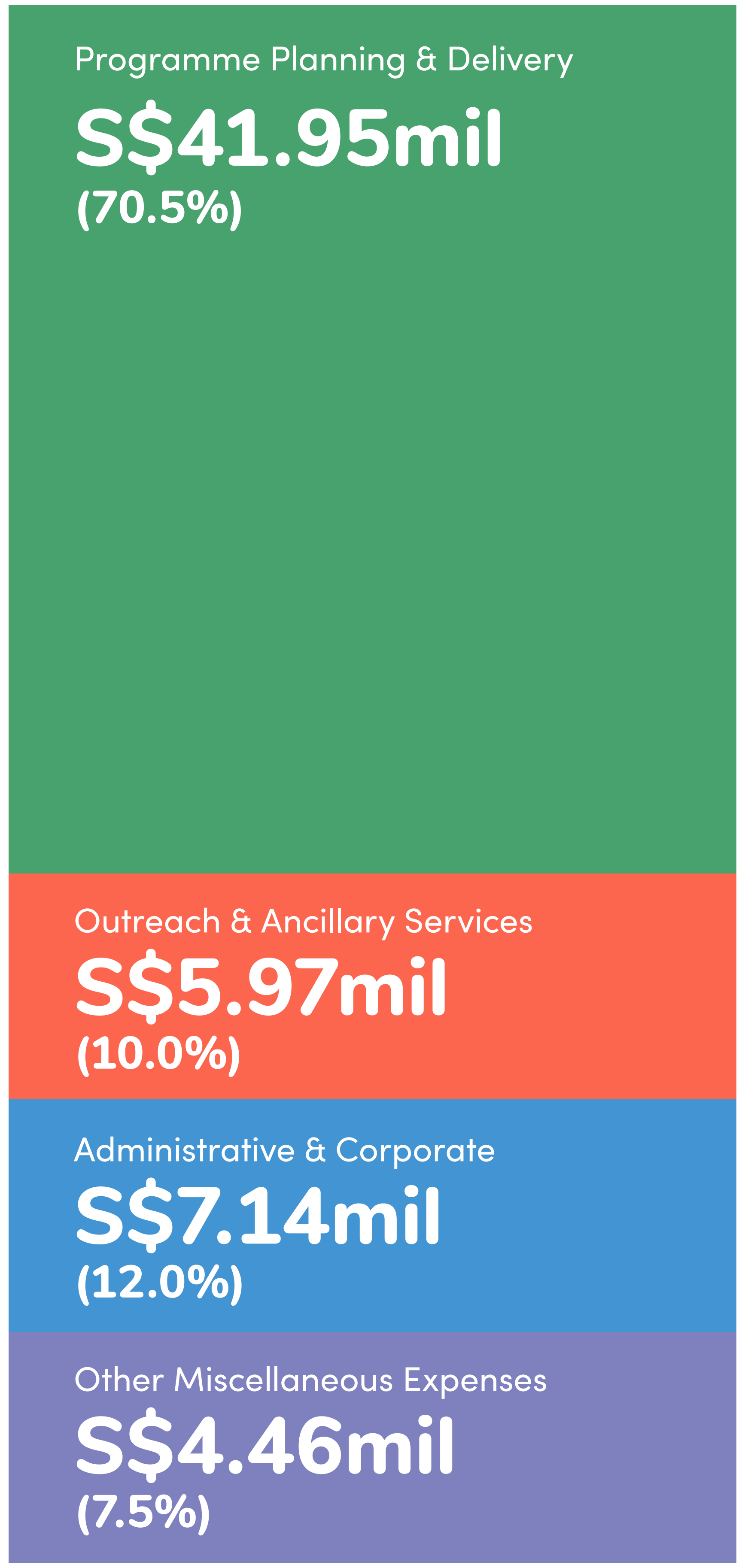
Total Income (FY2025)

S$59.94mil



Total Expenditure (FY2025)

S$59.52mil



LOOKING AHEAD

The completion of our nationwide expansion marks a significant milestone, but it is not the end of our journey. As we look ahead, KidSTART remains focused on three strategic priorities that will deepen our impact on children and families, strengthen capabilities across the ecosystem, and foster stronger partnerships.

Enabled by innovation, data-informed decision-making, and the responsible use of artificial intelligence (AI), we will continue to enhance the quality, reach, and effectiveness of our support, ensuring that every child, regardless of circumstance, has the opportunity to thrive.

Using Artificial Intelligence (AI) Responsibly

An enabler across all three strategic priorities

We are enhancing processes and exploring digital tools, including AI applications, to improve productivity, generate deeper insights through data analytics, and support more informed decision-making. Guided by strong governance, ethical considerations and robust data safeguards, we are building public confidence and capability to use data and AI responsibly.

By complementing human expertise, Digital Transformation can help us:

Deepen impact through stronger insights that enhance programme effectiveness and outcomes.

Build capability by encouraging practitioners and leaders to simplify work processes and improve efficiency, while working with the Data, Information Technology & Systems (DIS) team to explore digital tools that reduce routine and manual tasks and enhance productivity, learning and service delivery.

Strengthen partnerships by enabling better coordination, knowledge-sharing and collaboration across the ecosystem.

Through a measured and responsible approach, we will harness the potential of AI and digital transformation to support better outcomes for children and families.

Deepening Impact

Strengthening evidence-based interventions that improve child development and caregiver outcomes, while leveraging data and insights to continuously refine programmes and service delivery approaches that create meaningful, sustainable, and lasting benefits for children and families.

Building Capability

Investing in practitioners, leaders, and ecosystem partners by equipping them with the skills, knowledge, tools, and capabilities needed to deliver high-quality services. This includes building confidence in emerging technologies and AI-enabled tools that can enhance productivity, support professional practice, and strengthen outcomes for families.

Strengthening Partnerships

Mobilising government, community, and corporate partners to create a more integrated and coordinated ecosystem of support, enabling families to access timely, seamless, and effective assistance when and where they need it. Technology and shared insights will strengthen collaboration and collective impact across the ecosystem.

ACKNOWLEDGEMENTS

The Village Behind Every Child

Behind every child's progress is a village of people and organisations walking alongside families. Healthcare partners, community agencies, practitioners, training partners, volunteers, donors and supporters each play a part in making early support possible.

Together, they reflect a shared belief: **that every child deserves a strong start in life, and that lasting impact is made possible when a community comes together.**

Our Donors

The programmes and initiatives featured in this report are made possible through the generosity of our donors and supporters. Your partnership enables KidSTART to strengthen families, support children's development and create opportunities for brighter futures.

We gratefully acknowledge the following cash and in-kind donors for FY2025:

01 DBS Foundation
02 SP Group
03 Prudential Assurance Company
04 Maybank Singapore
05 PAP Community Foundation
06 Choo-Lim Children's Fund
07 Golden Pine Foundation
08 KrisFlyer, Singapore Airlines Group
09 Perk by Kate
10 The LEGO Group
11 Kimberly-Clark Singapore
12 Sunflower Childcare Group
13 Ardian Foundation
14 He Hui Foundation
15 Singapore Pools (Private) Limited
16 The Hanwill Foundation

Our Partners

Supporting children and families requires coordinated effort across healthcare, social services, government, philanthropy and the community. We are grateful to the organisations whose expertise, commitment and collaboration have strengthened our collective impact.

HOSPITAL PARTNERS

KK Women's and Children's Hospital SingHealth
National University Hospital A member of the NUHS

TRAINING PARTNERS

KK Women's and Children's Hospital SingHealth
NYP NANYANG THE INNOVATIVE POLYTECHNIC
NCSS Social Service Institute
niec NATIONAL INSTITUTE OF EARLY CHILDHOOD DEVELOPMENT
Parenting Research Centre

SUPPORTING PARTNERS

Community Chest
ecda Early Childhood Development Agency
Families for Life
MSF Ministry of Social and Family Development
NCSS National Council of Social Service
TEMASEK FOUNDATION

KIDSTART AGENCIES

allkin
care corner
Children's Society Caring for the Future
Fei Yue 飞跃
first campus
Kampong Kapor Community Services Affiliated to Kampong Kapor Methodist Church
MontfortCare
TASEK Uplifting The Community
TOUCH Community Services

ANNEX

Board of Directors Attendance

Name	Designation (as of 31 Mar 2026)	Attendance*	Appointed on / Stepped down
Mr Aubeck Kam (Chairman)	Permanent Secretary, MSF	2/2	1 Apr 2022, reappointed 1 Jan 2024 & 1 Jan 2026
Mr Jason Chen (Deputy Chairman)	Deputy Secretary (Opportunity & Resilience), MSF	1/1	1 Jan 2026
Ms Chan Yen San	Partner, KPMG Singapore	2/2	24 Nov 2023
Ms Evelyn Ho	Director, Strategic Communications, HTX	1/1	1 Jan 2026
Dr Evelyn Law	Asst Professor & Senior Consultant, Dept of Paediatrics, NUS	2/2	1 Jan 2021, reappointed 1 Jan 2024 & 1 Jan 2026
Dr Goh Khean Teik	Group Director, Health Services Group, MOH	1/1	1 Jan 2026
Mr Joel Tan	Chief Executive Officer, KidSTART Singapore Ltd.	1/1	1 Jan 2026
Ms June Wong	Director, Child Development, ECDA	1/1	1 Jan 2026
Mr Neo Sing Hwee	Global Client Service Partner, Govt & Public Sector, EY Advisory	2/2	24 Nov 2023
Ms Rae Lee Ryh Jia	Executive Director (SG & SEA), International Justice Mission	2/2	1 Jul 2023
Dr Siti Shaireen Selamat	Dean, Faculty & Leadership Development, NIEC	1/1	1 Jan 2026
Mr Suhaimi Bin Zainul Abidin	Chief Executive Officer, QuantEdge Capital	2/2	24 Nov 2023

*Four Board meetings were scheduled in FY2025. Two were convened as physical meetings, while the remaining two were converted to via email circulation.

ANNEX

Board of Directors Attendance

Outgoing Board Directors

Name	Designation (as of 31 Mar 2026)	Attendance*	Appointed on / Stepped down
Dr Derrick Heng	Deputy Director-General of Health (Public Health), MOH	1/1	1 Jan 2021, reappointed 1 Jan 2024, completed term on 31 Dec 2025
Mr Mohamed Sa'at Bin Abdul Rahman	President, Islamic Religious Council of Singapore	0/1	1 Jan 2021, reappointed 1 Jan 2024, completed term on 31 Dec 2025
Ms Ng Mie Ling	Assistant Chief Executive, ECDA	0/1	1 Jan 2021, reappointed 1 Jan 2024, completed term on 31 Dec 2025
Ms Simran Toor	Consultant, Singapore Academy of Law	1/1	1 Jan 2021, reappointed 1 Jan 2024, completed term on 31 Dec 2025
Ms Theresa Sim	Assurance Partner, PricewaterhouseCoopers LLP	1/1	1 Jan 2021, reappointed 1 Jan 2024, completed term on 31 Dec 2025

*Four Board meetings were scheduled in FY2025. Two were convened as physical meetings, while the remaining two were converted to via email circulation.

ANNEX

Governance Evaluation Checklist (Tier 2)

Please note that this checklist is based on the Code of Governance for Charities and IPCs (2023).
Applicable to large IPCs with gross annual receipts or total expenditure of $10 million or more.

S/N	Call for Action	Code ID	Did the charity put this principle intwo action?
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action?
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5a	Yes
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break). ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.5a	Yes
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.	2.9d	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action?
14	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action?
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action?
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

Notes

[1] Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

a. [2] Volunteer: A person who willingly serves the charity without expectation of any remuneration. [3] Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

b. who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

a. the child or spouse of the Executive Head or governing board member;
b. the stepchild of the Executive Head or governing board member;
c. the dependant of the Executive Head or governing board member.
d. the dependant of the Executive Head's or governing board member's spouse.

[4] Executive Head: The most senior staff member in charge of the charity's staff.

ANNEX

Whistleblowing Policy, Terms of Reference and Disclosure

Whistleblowing Policy

1. KidSTART Singapore Limited (KSL) is committed to providing a safe environment for the public, all KSL staff, trainees, secondees and interns to report wrongful practices.
2. The policy covers issues, including but not limited to, breach of law, miscarriage of justice, endangering the health or safety of persons or the work environment, financial and non-financial administrative malpractice or irregularities, unethical practices, alleged wrongful conduct or fraud, academic or professional malpractice, embezzlement, abuse and misrepresentation of power, intimidation, discrimination or harassment of employees and falsification or fraudulent alteration of documents.

More details on the whistleblowing policy are available on KidSTART's website – www.kidstart.sg.

Terms of Reference

The Board of Directors provides strategic direction and oversight of KidSTART's programmes, objectives and operations.

It steers the charity towards fulfilling its vision and mission through good governance.

Each Board Director is appointed on a 2-year term, up to a maximum tenure of 6 years and up to 9 years for Chairman.

All Board Directors must submit themselves for re-nomination and re-appointment, to renew their terms. There are no Board Directors who have served on the board for more than 10 consecutive years.

Disclosure

Evaluation of Board's Performance and Effectiveness:
KSL Board conducts self-evaluations to assess its performance and effectiveness once during its term or every three years, whichever is shorter.

Board Selection, Re-nomination and Re-appointment Processes:
The nomination and appointment of Board Directors are overseen by the Human Capital Committee, based on the terms of reference established. All Board Directors are appointed to the KSL Board by the Minister for Social and Family Development (MSF), based on the KSL Constitution and existing term limits. The Board composition is reviewed periodically to ensure a good balance of diversity, collective expertise and knowledge, as well as independence to contribute effectively to KSL's work.

Remuneration & Benefits:
KSL Board Directors do not receive any remuneration and benefits in their capacity as KSL Board Directors.

Annual Remuneration of the Three-Highest Paid Staff (Including CEO):
Between $200,000 to $300,000 – 2 staff; between $300,000 to $400,000 – 1 staff.

The charity discloses that staff are not involved in setting their own remuneration, and that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing Board Director of the charity, who has received remuneration exceeding $50,000 during the financial year.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | ADVISORY | BUSINESS SOLUTIONS

RSM

KIDSTART SINGAPORE LTD.

(Registered under the Companies Act 1967 and the Charities Act 1994)

(Unique Entity No.: 202027544G)

Statement by the Board of Directors and Financial Statements

Reporting Year Ended 31 March 2026

KIDSTART SINGAPORE LTD.

Statement by the Board of Directors and Financial Statements

Contents **Page**

KIDSTART SINGAPORE LTD.

Statement by the Board of Directors

The Board of Directors of KidSTART Singapore Ltd. (the "company") is pleased to present the financial statements of the company for the reporting year ended 31 March 2026.

1. Opinion of the Board of Directors

In the opinion of the Board of Directors:

(a) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position and financial performance of the company for the reporting year covered by the financial statements;

(b) the company has complied with Regulations 11 and 15 of the Charities (Institutions of a Public Character) Regulations relating to the use of donation monies and the fund-raising expenses respectively; and

(c) at the date of this statement, there are reasonable grounds to believe that the company will be able to pay its debts as and when they fall due.

The Board of Directors authorised these financial statements for issue.

2. Directors

The Directors of the company in office at the date of this statement are:

Kam Tse Tsuen Aubeck	
Chan Yen San	
Law Evelyn Chung Ning	
Lee Ryh Jia	
Neo Sing Hwee	
Suhaimi Bin Zainul Abidin	
Chen Kong-Chee, Jason	(appointed on 1 January 2026)
Goh Khean Teik	(appointed on 1 January 2026)
Ho Shian Meng Evelyn	(appointed on 1 January 2026)
June Wong Chun Oi	(appointed on 1 January 2026)
Siti Shaireen Binte Selamat	(appointed on 1 January 2026)
Tan Ju-Ern, Joel	(appointed on 1 January 2026)

3. Directors' interests in shares and debentures, and arrangements to enable directors to acquire benefits by means of acquisition of shares and debentures

The company is a public company limited by guarantee and has no share capital and debentures.

4. Options

The company is a public company limited by guarantee. As such, there are no share options or unissued shares under option.

5. Independent auditor

RSM SG Assurance LLP has expressed willingness to accept re-appointment.

On behalf of the Board of Directors,

DocuSigned by:
1E1CA2A79CDE442
Kam Tse Tsuen Aubeck
Director

Signed by:
8C96BB4B2E464EA
Goh Khean Teik
Director

25 August 2026

RSM SG Assurance LLP
8 Wilkie Road, #03-08, Wilkie Edge
Singapore 228095
T +65 6533 7600
Assurance@RSMSingapore.sg
www.RSMSingapore.sg

Independent Auditor's Report to the Members of
KIDSTART SINGAPORE LTD.

Report on the audit of financial statements

Opinion

We have audited the accompanying financial statements of KidSTART Singapore Ltd. (the "company"), which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the reporting 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 Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and the Financial Reporting Standards ("FRSs") so as to give a true and fair view of the financial position of the company as at 31 March 2026, and of the financial performance, changes in funds and cash flows of the company for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code"), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Singapore. We have also 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 Board of Directors and the annual report 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.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and the 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 financial statements and to maintain accountability of assets.

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

The Board of Directors are responsible for overseeing the company's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

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

(a) 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.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Auditor's responsibilities for the audit of the financial statements (cont'd)

(d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

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

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

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on other legal and regulatory requirements

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

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

(a) the company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

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

The engagement partner on the audit resulting in this independent auditor's report is Tan Wei Ling.

DocuSigned by:
RSM SG Assurance LLP
817B2FD849CB45B...

RSM SG Assurance LLP
Public Accountants and
Chartered Accountants
Singapore

25 August 2026

KIDSTART SINGAPORE LTD.

Statement of Comprehensive Income
Reporting Year Ended 31 March 2026

		2026			2025		
	Notes	Unrestricted funds $	Restricted funds $	Total funds $	Unrestricted funds $	Restricted funds $	Total funds $
INCOME							
Grant income		56,418,500	–	56,418,500	48,366,180	–	48,366,180
Donation income	4	–	2,802,591	2,802,591	–	2,282,702	2,282,702
Donation-in-kind		–	304,944	304,944	–	329,421	329,421
Interest income		357,407	59,278	416,685	260,294	9,700	269,994
Total income		56,775,907	3,166,813	59,942,720	48,626,474	2,621,823	51,248,297
EXPENSES							
Depreciation expense		1,994,471	–	1,994,471	2,131,230	–	2,131,230
Employee benefits expenses	5	20,030,405	106,356	20,136,761	17,881,130	–	17,881,130
Grants disbursed	6	30,217,990	–	30,217,990	24,384,643	–	24,384,643
Legal and professional fees	7	573,354	–	573,354	352,992	–	352,992
Marketing expenses		1,173,552	–	1,173,552	900,096	–	900,096
Programme expenses	7	2,463	2,901,512	2,903,975	52,954	2,455,765	2,508,719
Other miscellaneous expenses	7	2,370,405	92,796	2,463,201	2,598,899	145,101	2,744,000
Interest expense on lease liabilities		55,860	–	55,860	64,236	–	64,236
Total expenses		56,418,500	3,100,664	59,519,164	48,366,180	2,600,866	50,967,046
Surplus for the year, representing total comprehensive income		357,407	66,149	423,556	260,294	20,957	281,251

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

KIDSTART SINGAPORE LTD.

Statement of Financial Position
As at 31 March 2026

	Notes	2026 $	2025 $
ASSETS			
Non-current assets			
Plant and equipment	9	72,866	11,342
Right-of-use assets	10	1,638,968	3,352,726
Total non-current assets		1,711,834	3,364,068
Current assets			
Inventories	11	136,166	220,000
Other receivables	12	42,408	4,096
Other assets	13	10,261,691	7,636,392
Cash and cash equivalents	14	37,608,571	29,470,766
Total current assets		48,048,836	37,331,254
Total assets		49,760,670	40,695,322
FUNDS AND LIABILITIES			
FUNDS			
Unrestricted funds	15	716,900	359,493
Restricted funds	15	96,013	29,864
Total funds		812,913	389,357
LIABILITIES			
Non-current liability			
Lease liabilities, non-current	16	54,436	1,480,404
Total non-current liability		54,436	1,480,404
Current liabilities			
Other payables	17	3,417,137	3,014,718
Lease liabilities, current	16	1,554,605	1,967,640
Other liabilities	18	43,921,579	33,843,203
Total current liabilities		48,893,321	38,825,561
Total liabilities		48,947,757	40,305,965
Total funds and liabilities		49,760,670	40,695,322

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

Statement of Changes in Funds
Reporting Year Ended 31 March 2026

	Unrestricted funds $	Restricted funds $	Total funds $
Current Year			
Balance as at 1 April 2025	359,493	29,864	389,357
Changes in funds:			
Total comprehensive income	357,407	66,149	423,556
Balance as at 31 March 2026	716,900	96,013	812,913
Prior Year			
Balance as at 1 April 2024	99,199	8,907	108,106
Changes in funds:			
Total comprehensive income	260,294	20,957	281,251
Balance as at 31 March 2025	359,493	29,864	389,357

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

KIDSTART SINGAPORE LTD.

Statement of Cash Flows
Reporting Year Ended 31 March 2026

	2026 $	2025 $
Cash flows from / (used in) operating activities		
Surplus before income tax	423,556	281,251
Adjustments for:		
Depreciation of plant and equipment	97,907	80,510
Depreciation of right-of-use assets	1,896,564	2,050,720
Interest expense	55,860	64,236
Operating cash flows before changes in working capital	2,473,887	2,476,717
Inventories	83,834	(146,532)
Other receivables	(38,312)	5,907
Other assets	(2,625,299)	(4,467,131)
Other payables	242,988	1,188,029
Other liabilities	10,078,376	(20,063,052)
Net cash generated from / (used in) operating activities	10,215,474	(21,006,062)
Cash flows used in financing activities		
Lease liabilities – principal portion paid	(2,021,809)	(2,401,824)
Interest expense paid	(55,860)	(64,236)
Net cash used in financing activities	(2,077,669)	(2,466,060)
Net increase / (decrease) in cash and cash equivalents	8,137,805	(23,472,122)
Cash and cash equivalents, at beginning of the year	29,470,766	52,942,888
Cash and cash equivalents, ending balance (Note 14)	37,608,571	29,470,766

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

1. General information

KidSTART Singapore Ltd. (the "company") (Registration No: 202027544G) is incorporated in Singapore on 11 September 2020 as a Public Company Limited by Guarantee (''CLG'') under the Companies Act 1967. The company is also registered as a charity under the Charities Act 1994 effective 9 March 2022, and an Institution of a Public Character ("IPC") under the Income Tax Act 1947. The financial statements are presented in Singapore Dollar.

The Board of Directors authorised these financial statements for issue on the date of the Statement by Board of Directors. The Board of Directors have power to amend and reissue the financial statements.

The principal activities of the company are to offer social services to promote the importance of early childhood development to children 6 years old or younger from low income families; to run and cause to be run programmes and services for children 6 years old or younger as well as to equip parents/caregivers from low income families; to develop a supportive ecosystem for families by leveraging on people, private and public sector partnerships; to run and cause to be run multi-disciplinary training programmes to build capabilities of early childhood practitioners, social service and healthcare professionals and volunteers, so that they can better support children and parents/caregivers in low-income families, and to support the Growing Together with KidSTART initiative in garnering corporate giving and community participation.

The constitution of the company restricts the use of the fund monies to the furtherance of the objects of the company. It prohibits the payment of dividends to its members.

The company had 3 (2025: 3) members at the end of the reporting year. Every member of the company has undertaken to contribute to the assets of the company in the event of the same being wound up during the time he is a member or within one year afterwards, for payment of the debts and liabilities of the company contracted before he ceases to be a member and of the costs, charges and expenses of winding up the same, and for adjusting the rights of the contributories amongst themselves, and any such amount as may be required to be paid by a member shall not exceed the sum of One Singapore Dollar ($1).

The registered office and principal place of operation of the company is located at 30 Prinsep Street, #06-01 Income At Prinsep, Singapore 188647. The company is situated in Singapore.

Statement of compliance with financial reporting standards

These financial statements have been prepared in accordance with the Financial Reporting Standards ("FRSs") and the related Interpretations to FRSs ("INT FRSs") as issued by the Accounting Standards Committee under the Accounting and Corporate Regulatory Authority ("ASC"). They are in compliance with the provisions of the Companies Act 1967 and the Charities Act 1994 and other relevant regulations.

Basis of preparation of the financial statements

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

2. Material accounting policy information and other explanatory information

2A. Material accounting policy information

Revenue and income recognition

(i) Grant income

Grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received.

Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the years necessary to match them with the related costs that they are intended to compensate. Grants which are received but not utilised are included in the grants received in advance account.

The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in statement of financial activities on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised. On disposal of the plant and equipment, the balance of the related grants is recognised in the statement of financial activities to match the net book value of the plant and equipment disposed of.

(ii) Donation income

Income from donations are accounted for in the statement of financial activities when received, except where the donor specifies that the donation must be used for specified purposes or in future accounting years and entitlement is contingent, such income will be deferred and recognised when the entity has met the conditions imposed by the donor and is entitled to the income.

(iii) Donation-in-kind

A donation-in-kind (if any) is recognised based on an estimate of the fair value at the date of the receipt of the donation of the non-monetary asset or the grant of a right to the monetary asset. The donation-in-kind is recognised in the statement of financial activities if the amount of the donation can be measured reliably and there is no uncertainty that it will be received, except where the donor specifies that the donation must be used for specified purposes or in future accounting years and entitlement is contingent, such donation-in-kind will be deferred and recognised when the entity has met the conditions imposed by the donor and is entitled to the income.

No value is ascribed to volunteer services.

(iv) Interest income

Interest income is recognised using the effective interest method.

Expenditures

Expenditure is recognised as and when it is incurred and is reported gross of related income.

2. Material accounting policy information and other explanatory information (cont'd)

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

Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The company's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the company is contractually obliged or where there is constructive obligation based on past practice.

Foreign currency transactions

The functional currency is the Singapore Dollar as it reflects the primary economic environment in which the company operates. Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value measurement dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in the statement of financial activities. The presentation is in the functional currency.

Plant and equipment

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses.

Cost also includes acquisition cost and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

Furniture and fittings	-	$33^1/_3$%
IT equipment	-	$33^1/_3$%
Renovation	-	20%

An asset is depreciated when it is available for use until it is derecognised even if during that year the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The gain or loss arising from the derecognition of an item of plant and equipment is recognised in profit or loss.

2. Material accounting policy information and other explanatory information (cont'd)

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

Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as plant and equipment. The right-of-use assets are depreciated over the terms of the leases.

Carrying amounts of non-financial assets

The carrying amount of non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is expensed.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is calculated using the first in first out method.

Financial instruments

A financial asset or a financial liability is recognised when, and only when, the company becomes party to the contractual provisions of the instrument. At initial recognition, the company measures financial assets and financial liabilities that are classified within amortised cost category at their fair value plus, directly attributable transaction costs.

At initial recognition and at the end of the reporting year, the company had the following categories of financial instruments:

- Financial asset measured at amortised cost

  A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss (FVTPL), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Cash and cash equivalents, which comprise bank balances, other receivables and deposits are classified under this category.

  The company assesses on a forward-looking basis the expected credit losses associated with its financial assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

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

- Financial liabilities measured at amortised cost: Other payables are classified in this category. A financial liability is derecognised from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

2. Material accounting policy information and other explanatory information (cont'd)

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

Cash and cash equivalents

Cash and cash equivalents comprise mainly bank balances and on demand deposits.

Cash flows are reported using the indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, and items of income or expense associated with investing or financing cash flows.

Leases of lessee

A lease conveys the right to use an asset (the underlying asset) for a year of time in exchange for consideration. Where a lease arrangement is identified, a liability to the lessor is recognised as a lease obligation calculated at the present value of minimum unavoidable lease payments. A corresponding right-of-use asset is recorded. Lease payments are apportioned between finance costs and reduction of the lease liability so as to reflect the interest on the remaining balance of the liability. Finance charges are recorded as a finance cost. Leases with a term of 12 months or less and leases for low value are not recorded as a liability and lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Fair value measurement

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are material differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

Funds

All income and expenditures are reflected in the statement of comprehensive income. Income and expenditures specifically relating to any of the funds separately set up by the company are allocated subsequently to those funds. Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Board of Directors. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its constitutional purposes.

An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses if any are allocated on a reasonable basis to the funds based on a method most suitable to that common expense unless impractical to do so.

2B. Judgements and sources of estimation uncertainties

There were no critical judgements made in the process of applying the accounting policies that have the most significant effect on the amounts recognised in the financial statements. There were no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting year.

3. Related party relationships and transactions

The financial reporting standard on related party disclosures requires the company to disclose: (a) related party relationships, transactions and outstanding balances, including commitments, (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to a party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

3A. Key Management compensation

	2026 $	2025 $
Salaries and other short-term employee benefits	1,304,567	1,276,531
Post-employment benefits	75,276	83,368
Other long-term benefits	116,806	52,766
	1,496,649	1,412,665

The above amounts are included under employee benefits expense.

Key management personnel are the CEO and the direct reporting senior officers who have authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly.

The members of the Board of Directors and sub-committees are volunteers and receive no monetary remuneration for their contribution, in their capacity as directors or sub-committee members, except for reimbursement of out-of-pocket expenses, if claimed.

There are no paid staff who are close members of the family of the Board, and whose remuneration each exceeds S$50,000 during the year.

4. Tax deductible donations

Qualifying donors are granted tax deduction for donations made to the company. The quantum of the tax deductions for each calendar year may vary as announced in the Singapore budget. The Institutions of a Public Character status granted to the company is for the period from 23 May 2024 to 15 December 2026.

	2026 $	2025 $
Tax deductible donations	149,057	73,891

5. Employee benefits expense

	2026 $	2025 $
Short term employee benefits expense	14,724,367	12,899,661
Contributions to defined contribution plan	4,518,955	4,111,932
Other benefits	893,439	869,537
	20,136,761	17,881,130

6. Grants disbursed

These are funds disbursed to agencies who have been appointed by the company to operate the KidSTART programme.

7. Expenses

	2026 $	2025 $
Legal and professional fees:		
Consultancy fees	1,105	27,500
Audit fees to independent auditor of the company	47,476	36,384
Others	524,773	289,108
	573,354	352,992
Programme expenses:		
Donation-in-kind	298,073	318,164
Health support	1,444,546	759,120
Learning resources	468,018	795,788
Financial assistance	647,551	513,728
Others	45,787	121,919
	2,903,975	2,508,719
Other miscellaneous expenses:		
IT hardware and software	1,050,171	878,780
Corporate events	328,481	151,428
Transportation	315,797	282,317
Short term rental expense	461,236	246,324
Volunteer management and engagement	62,702	166,567
Others	244,814	1,018,584
	2,463,201	2,744,000

8. Income tax

As a charity, the company is exempt from income tax on income and gains within section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects.

9. Plant and equipment

	Furniture and fittings $	IT equipment $	Renovation $	Total $
Cost:				
At 1 April 2024 and 31 March 2025	20,772	339,856	16,360	376,988
Additions	–	–	159,431	159,431
At 31 March 2026	20,772	339,856	175,791	536,419
Accumulated depreciation:				
At 1 April 2024	17,281	258,039	9,816	285,136
Depreciation for the year	2,993	74,245	3,272	80,510
At 31 March 2025	20,274	332,284	13,088	365,646
Depreciation for the year	498	7,175	90,234	97,907
At 31 March 2026	20,772	339,459	103,322	463,553
Carrying value:				
At 1 April 2024	3,491	81,817	6,544	91,852
At 31 March 2025	498	7,572	3,272	11,342
At 31 March 2026	–	397	72,469	72,866

10. Right-of-use assets

	Computer equipment $	Premises $	Total $
Cost:			
At 1 April 2023	239,073	6,468,855	6,707,928
Additions	118,082	–	118,082
Lease modifications	–	2,738,301	2,738,301
Disposal	(84,029)	–	(84,029)
At 31 March 2025	273,126	9,207,156	9,480,282
Additions	71,356	111,450	182,806
Disposal	(38,260)	(303,552)	(341,812)
At 31 March 2026	306,222	9,015,054	9,321,276
Accumulated depreciation:			
At 1 April 2023	127,046	4,033,819	4,160,865
Depreciation for the year	87,347	1,963,373	2,050,720
Disposal	(84,029)	–	(84,029)
At 31 March 2025	130,364	5,997,192	6,127,556
Depreciation for the year	85,319	1,811,245	1,896,564
Disposal	(38,260)	(303,552)	(341,812)
At 31 March 2026	177,423	7,504,885	7,682,308
Carrying value:			
At 1 April 2023	112,027	2,435,036	2,547,063
At 31 March 2025	142,762	3,209,964	3,352,726
At 31 March 2026	128,799	1,510,169	1,638,968

The company's lease liabilities are in relation to the leases of premises and office equipment. The related lease liabilities are disclosed in Note 16.

11. Inventories

	2026 $	2025 $
IT gadgets and equipment	–	9,594
Learning materials	136,166	210,406
	136,166	220,000

12. Other receivables

	2026 $	2025 $
Outside parties	35,899	874
Interest receivable	6,509	3,222
	42,408	4,096

Other receivables due from outside parties have been settled after the reporting year end.

13. Other assets

	2026 $	2025 $
Deposits	177,589	174,908
Grants disbursed in advance	9,942,196	7,194,884
Prepayment	141,906	266,600
	10,261,691	7,636,392

14. Cash and cash equivalents

	2026 $	2025 $
Not restricted in use:		
Bank balances	33,608,571	25,470,766
Fixed deposit	4,000,000	4,000,000
	37,608,571	29,470,766

The interest rate for the fixed deposit ranged from 0.55% to 2% (2025: 2.10% to 2.6%) per annum during the reporting year.

14A. Non-cash movements

During the reporting year, the company accrued $159,431 (2025: Nil) for reinstatement costs of its office premises, which had been capitalised as additions to plant and equipment.

14. Cash and cash equivalents (cont'd)

14B. Reconciliation of liabilities arising from financing activities

	2025 $	Cash flows $	Non-cash changes $		2026 $
Lease liabilities	3,448,044	(2,077,669)	238,666	[a]	1,609,041

	2024 $	Cash flows $	Non-cash changes $		2025 $
Lease liabilities	2,993,485	(2,466,060)	2,920,619	[a]	3,448,044

[a] Being new leases signed or leases extended during the year amounting to $182,806 (2025: $2,856,383) and interest arising from the discounting of lease liabilities of $55,860 (2025: $64,236).

15. Fund account balances

	Unrestricted				Restricted	
		Designated Funds				
	General fund	KidSTART – Reinvestment fund	KidSTART – Toteboard fund	Sub-total	Growing Together	Total funds
	$	$	$	$	$	$
		(i)	(ii)		(iii)	
2026:						
Income						
Grant income	–	56,418,500	–	56,418,500	–	56,418,500
Donation	–	–	–	–	2,802,591	2,802,591
Donation-in-kind	–	–	–	–	304,944	304,944
Interest income	357,407	–	–	357,407	59,278	416,685
Total income	357,407	56,418,500	–	56,775,907	3,166,813	59,942,720
Expenses expended						
Depreciation expense	–	1,994,471	–	1,994,471	–	1,994,471
Employee benefits expenses	–	20,030,405	–	20,030,405	106,356	20,136,761
Grants disbursed	–	30,217,990	–	30,217,990	–	30,217,990
Legal and professional fees	–	573,354	–	573,354	–	573,354
Marketing expense	–	1,173,552	–	1,173,552	–	1,173,552
Programme expenses	–	2,463	–	2,463	2,901,512	2,903,975
Other miscellaneous expenses	–	2,370,405	–	2,370,405	92,796	2,463,201
Interest expense on lease liabilities	–	55,860	–	55,860	–	55,860
Total expenses	–	56,418,500	–	56,418,500	3,100,664	59,519,164
Surplus for the year	357,407	–	–	357,407	66,149	423,556
Reconciliation of funds:						
Funds at beginning of the year	359,493	–	–	359,493	29,864	389,357
Funds at end of the year	716,900	–	–	716,900	96,013	812,913

15. Fund account balances (cont'd)

	Unrestricted				Restricted	Total funds
		Designated Funds				
	General fund	KidSTART – Reinvestment fund	KidSTART – Toteboard fund	Sub-total	Growing Together	
	$	$	$	$	$	$
		(i)	(ii)		(iii)	
2025:						
Income						
Grant income	–	18,029,762	30,336,418	48,366,180	–	48,366,180
Donation	–	–	–	–	2,282,702	2,282,702
Donation-in-kind	–	–	–	–	329,421	329,421
Interest income	260,294	–	–	260,294	9,700	269,994
Total income	260,294	18,029,762	30,336,418	48,626,474	2,621,823	51,248,297
Expenses expended						
Depreciation expense	–	(2,131,230)	–	(2,131,230)	–	(2,131,230)
Employee benefits expenses	–	(6,937,309)	(10,943,821)	(17,881,130)	–	(17,881,130)
Grants disbursed	–	(5,044,421)	(19,340,222)	(24,384,643)	–	(24,384,643)
Legal and professional fees	–	(352,992)	–	(352,992)	–	(352,992)
Marketing expense	–	(900,096)	–	(900,096)	–	(900,096)
Programme expenses	–	(52,954)	–	(52,954)	(2,455,765)	(2,508,719)
Other miscellaneous expenses	–	(2,546,524)	(52,375)	(2,598,899)	(145,101)	(2,744,000)
Interest expense on lease liabilities	–	(64,236)	–	(64,236)	–	(64,236)
Total expenses	–	(18,029,762)	(30,336,418)	(48,366,180)	(2,600,866)	(50,967,046)
Surplus for the year	260,294	–	–	260,294	20,957	281,251
Reconciliation of funds:						
Funds at beginning of the year	99,199	–	–	99,199	8,907	108,106
Funds at end of the year	359,493	–	–	359,493	29,864	389,357

15. Fund account balances (cont'd)

	Unrestricted					Restricted	Total funds
		Designated Funds					
	General fund	KidSTART – Reinvestment fund	KidSTART – Toteboard fund	Inter-fund elimination	Sub-total	Growing Together	
	$	$	$	$	$	$	$
2026:		(i)	(ii)			(iii)	
ASSETS							
Non-current assets							
Plant and equipment	–	72,866	–	–	72,866	–	72,866
Right-of-use assets	–	1,638,968	–	–	1,638,968	–	1,638,968
Total non-current assets	–	1,711,834	–	–	1,711,834	–	1,711,834
Current assets							
Inventories	–	–	–	–	–	136,166	136,166
Other receivables	–	35,898	–	–	35,898	6,510	42,408
Inter-fund balances	–	309,529	486,043	(798,292)	(2,720)	2,720	–
Other assets	–	10,256,691	–	–	10,256,691	5,000	10,261,691
Cash and cash equivalents	716,900	29,913,883	55,147	–	30,685,930	6,922,641	37,608,571
Total current assets	716,900	40,516,001	541,190	(798,292)	40,975,799	7,073,037	48,048,836
Total assets	716,900	42,227,835	541,190	(798,292)	42,687,633	7,073,037	49,760,670
LIABILITIES							
Non-current liability							
Lease liabilities, non-current	–	54,436	–	–	54,436	–	54,436
Current liabilities							
Other payables	–	2,712,900	476,747	–	3,189,647	227,490	3,417,137
Inter-fund balances	–	486,043	55,147	(798,292)	(257,102)	257,102	–
Lease liabilities, current	–	1,554,605	–	–	1,554,605	–	1,554,605
Other liabilities	–	37,419,851	9,296	–	37,429,147	6,492,432	43,921,579
Total current liabilities	–	42,173,399	541,190	(798,292)	41,916,297	6,977,024	48,893,321
Total liabilities	–	42,227,835	541,190	(798,292)	41,970,733	6,977,024	48,947,757
Net assets	716,900	–	–	–	716,900	96,013	812,913

KIDSTART SINGAPORE LTD.

15. Fund account balances (cont'd)

	Unrestricted					Restricted	Total funds
		Designated Funds					
	General fund	KidSTART – Reinvestment fund	KidSTART – Toteboard fund	Inter-fund elimination	Sub-total	Growing Together	
	$	$	$	$	$	$	$
2025:		(i)	(ii)			(iii)	
ASSETS							
Non-current assets							
Plant and equipment	–	11,342	–	–	11,342	–	11,342
Right-of-use assets	–	3,352,726	–	–	3,352,726	–	3,352,726
Total non-current assets	–	3,364,068	–	–	3,364,068	–	3,364,068
Current assets							
Inventories	–	–	–	–	–	220,000	220,000
Other receivables	–	4,096	–	–	4,096	–	4,096
Inter-fund balances	–	10,977,305	–	(10,977,305)	–	–	–
Other assets	–	7,636,392	–	–	7,636,392	–	7,636,392
Cash and cash equivalents	359,493	13,068,634	11,007,126	–	24,435,253	5,035,513	29,470,766
Total current assets	359,493	31,686,427	11,007,126	(10,977,305)	32,075,741	5,255,513	37,331,254
Total assets	359,493	35,050,495	11,007,126	(10,977,305)	35,439,809	5,255,513	40,695,322
LIABILITIES							
Non-current liability							
Lease liabilities, non-current	–	1,480,404	–	–	1,480,404	–	1,480,404
Current liabilities							
Other payables	–	2,906,321	20,526	–	2,926,847	87,871	3,014,718
Inter-fund balances	–	–	10,977,305	(10,977,305)	–	–	–
Lease liabilities, current	–	1,967,640	–	–	1,967,640	–	1,967,640
Other liabilities	–	28,696,130	9,295	–	28,705,425	5,137,778	33,843,203
Total current liabilities	–	33,570,091	11,007,126	(10,977,305)	33,599,912	5,225,649	38,825,561
Total liabilities	–	35,050,495	11,007,126	(10,977,305)	35,080,316	5,225,649	40,305,965
Net assets	359,493	–	–	–	359,493	29,864	389,357

15. Fund account balances (cont'd)

Unrestricted funds are funds set aside to finance the company's KidSTART programme. Designated funds are funds earmarked by the Board of Directors for a particular project or specified purpose, and is for administrative purposes only. Any unutilised funds remaining at the end of the programme shall be refunded to the respective grantors. The Board retains full control to use the unrestricted funds in achieving any of its institutional purposes.

Fund balances restricted by external sources are indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the Board. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds.

The funds were set up for the following specific project or purposes:

	Name of Fund	**Project/Purpose**
(i)	KidSTART – Reinvestment Fund ("KidSTART – RF")	KidSTART is a national initiative to help lower-income families support the development of their children aged up to 6 years old. It was first piloted by ECDA in 2016. ECDA incorporated the company to implement programmes for children 6 years old or younger from low-income families that promote the achievement of age-appropriate developmental milestones, encourage preschool attendance and support regular preschool attendance. ECDA had secured RF funding from the Ministry of Finance ("MOF") to run these programmes from March 2021, and to fund the operating and recurring expenditures of the company.
(ii)	KidSTART – Tote Board Fund ("KidSTART – TB")	In addition to KidSTART – RF, ECDA had secured funding from Tote Board to fund KidSTART programme as well as the company's operating and recurring expenditures. The funding had ended, and the remaining unutilised funds have been settled subsequent to the reporting year end.
(iii)	Growing together with KidStart Donations ("Growing Together")	The Growing Together with KidSTART initiative aims to deepen partnerships between the community and the Singapore government in giving children on the KidSTART programme a good start in life.

15. Fund account balances (cont'd)

15A. Reserve policy

The company's objectives when managing reserves and funds are:

(a) to safeguard the company's ability to implement the KidSTART programme and provide the necessary services to its beneficiaries;
(b) to support the company's stability and growth; and
(c) to strengthen the company's risk management capability.

There were no changes in the company's approach to reserve and fund management during the reporting year. On a yearly basis, the Board of Directors reviews the amount of reserve that is required to ensure that the reserve is adequate to fulfil the continuing obligations of the company.

	2026 $	2025 $
Unrestricted funds	716,900	359,493
Annual operating expenditure (unrestricted)	56,418,500	48,366,180
Number of years of reserves to annual operating expenditure	N.M	N.M

N.M. - Not meaningful as the total annual operating expenditure (unrestricted) is greater than the unrestricted funds.

As at the reporting year end, the company received grants in advance from ECDA and Toteboard of $37,429,147 (2025: $28,705,425) for its future operating expenditure (Note 18) of the KidSTART programme. Had these grants received in advance been taken into consideration, the company's reserve ratio will be 0.68 (2025: 0.60) as at the reporting year end.

16. Lease liabilities

	2026 $	2025 $
Lease liabilities, current	1,554,605	1,967,640
Lease liabilities, non-current	54,436	1,480,404
	1,609,041	3,448,044

The company's lease liabilities are in relation to the leases of premises and office equipment. Lease liabilities are secured by the right-of-use assets because these will revert to the lessor in the event of default. The related right-of-use assets are disclosed in Note 10.

A summary of the maturity analysis of lease liabilities is disclosed in Note 20E. Total cash outflows from leases are shown in the statement of cash flows.

At the reporting year end date, there were no commitments on leases that had not yet commenced. Commitments on leases signed after the reporting year end are disclosed in Note 21 to the financial statements.

17. Other payables

	2026 $	2025 $
Outside parties	891,249	1,065,434
Accrued liabilities	2,525,888	1,949,284
	3,417,137	3,014,718

18. Other liabilities

	2026 $	2025 $
Donations received in advance	6,492,432	5,137,778
Grants received in advance	37,429,147	28,705,425
	43,921,579	33,843,203

	2026 $	2025 $
Movement in donations received in advance are as follows:		
Balance at beginning of the year	5,137,778	5,255,255
Donations received	4,157,244	2,165,225
Less: Recognised as income during the year	(2,802,590)	(2,282,702)
Balance at end of the year	6,492,432	5,137,778
Movement in grants received in advance are as follows:		
Balance at beginning of the year	28,705,425	48,651,000
Grants received	65,618,970	28,420,605
Less: Recognised as income during the year	(56,418,500)	(48,366,180)
Less: Transfer to other payables for refund back to grantor	(476,748)	–
Balance at end of the year	37,429,147	28,705,425

19. Capital commitment

Estimated amounts committed at the end of the reporting year for future capital expenditure but not recognised in the financial statements are as follows:

	2026 $	2025 $
Commitments for plant and equipment	13,761	176,939

20. Financial instruments: information on financial risks and other explanatory information

20A. Categories of financial assets and financial liabilities

The following table categorises the carrying amounts of financial assets and financial liabilities recorded at the end of the reporting year:

	2026	2025
	$	$
Financial assets:		
Financial assets at amortised cost	37,828,568	29,649,770
Financial liabilities:		
Financial liabilities at amortised cost	5,026,178	6,462,762

Further quantitative disclosures are included throughout these financial statements.

20B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the company's operating, investing and financing activities. There are exposure to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain practices for the management of financial risks, as all financial risk management activities are carried out and monitored by senior management staff. All financial risk management activities are carried out following acceptable market practices.

The company manages its liquidity risk by maintaining sufficient cash and cash equivalents to meet its operational and financial obligations as and when they fall due. Management regularly monitors cash flow requirements and ensures that adequate funds are available to support the company's operations and mitigate the effects of fluctuations in cash flows.

The company has minimal exposure to foreign currency risk as substantial transactions and expenses are denominated in the local currency. Excess cash balances are placed with reputable local financial institutions.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

20C. Fair values of financial instruments

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

20D. Credit risk on financial assets

Financial assets are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner. These arise principally from cash balances with a bank, and other financial assets. The maximum exposure to credit risk is the total of the carrying amount of the financial assets at the end of the reporting year. Credit risk on cash balances with banks is limited because the counter-parties are entities with acceptable credit ratings.

Note 14 discloses the cash balances. There was no identified impairment loss.

20. Financial instruments: information on financial risks and other explanatory information (cont'd)

20E. Liquidity risk – financial liability maturity analysis

The liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be settled at their contractual maturity. The average credit year taken to settle other payables is about 60 days (2025: 60 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

The company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the company's operations and to mitigate the effects of fluctuations in cash flows.

The following table analyses the non-derivative financial liabilities by remaining contractual maturity (contractual undiscounted cash flows):

	Less than 1 year	Between 2 to 5 years	Total
	$	$	$
2026:			
Lease liabilities	1,571,519	55,518	1,627,037
Other payables	3,417,137	–	3,417,137
	4,988,656	55,518	5,044,174
2025:			
Lease liabilities	2,021,809	1,494,983	3,516,792
Other payables	3,014,718	–	3,014,718
	5,036,527	1,494,983	6,531,510

The above amounts disclosed in the maturity analysis are the contractual undiscounted cash flows and such undiscounted cash flows differ from the amount included in the statement of financial position. When the counterparty has a choice of when an amount is paid, the liability is included on the basis of the earliest date on which it can be required to pay.

20F. Interest rate risk

Interest rate risk arises on interest-bearing financial instruments. The company is not exposed to material interest rate risk.

20G. Foreign currency risk

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency, i.e. in a currency other than the functional currency in which they are measured.

The company transacts mainly in Singapore Dollar and is therefore not exposed to material foreign currency risk.

21. Events subsequent to the reporting year

Subsequent to the reporting year end, the company entered into a lease agreement for new premises to replace its current premises. The new lease has a term of 7 years, with a total lease commitment of approximately $18,420,000.

22. Changes and adoption of financial reporting standards

For the current reporting year the ASC issued certain new or revised financial reporting standards. None had material impact on the company.

23. New or amended standards in issue but not yet effective

For the future reporting years the ASC issued certain new or revised financial reporting standards. Adoption of the applicable new or revised standards are expected to have some material impact on the company's financial statements based on its current operations. Those applicable to the company for future reporting years are listed below.

FRS No.	Title	Effective date for periods beginning on or after
FRS 109 and 107	Classification and Measurement of Financial Instruments – Amendments	1 January 2026
Various	Annual Improvements – Volume 11	1 January 2026
FRS 118	Presentation and Disclosures in Financial Statements	1 January 2027

FRS 118 Presentation and Disclosure in Financial Statements replaces FRS 1. The new version includes (a) revised presentation of specified categories and defined subtotals in the statement of profit or loss; (b) new disclosures on management-defined performance measures in the notes to the financial statements; and (c) improved disclosures of aggregation and disaggregation of balances. There is no impact on the recognition or measurement of items in the financial statements. Management is currently assessing the detailed implications of applying the new standard on the company's financial statements.

Be a KidSTART family

If you are an expectant parent or have children under the age of six, KidSTART can walk alongside you through your child's earliest years. Our evidence-based programme equips families with the knowledge, skills, and confidence to give every child a strong start in life.

Find out if your family is eligible at kidstart.sg

Be a Volunteer

Volunteers are part of the village that makes KidSTART possible. Whether through community events, storytelling sessions, or distribution drives, your time and presence make a direct difference in the lives of families and children.

Join us and be part of something that lasts.

Be a Donor

Every donation to KidSTART is an investment in a child's earliest years – the window that matters most. Your generosity enables us to reach more families, strengthen our programme, and ensure that a child's start in life is never determined by their family's circumstances.

Partner with us in making that a reality for every child.