HAGAR (SINGAPORE) LIMITED
(Co. Reg. No. 200401226H)

FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

CONTENTS

HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee)

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2025.

In the opinion of the directors:

(i) the financial statements as set out on pages 5 to 16 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore; and

(ii) 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.

Directors

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

Michael Chiam Tow Khoon
Chua Eng Hui
Sylvia Chan
Lee How Giap
Chan Chee Onn
Cheryl Chong Chiew Peng
Lim Meng Soon Andrew (Lin Mingshun)
Leong Chin Yee Lynette
Koh Chong Hin (Appointed on 1 November 2025)

Arrangements to enable directors to acquire benefits

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

Other matters

As the Company is limited by guarantee without share capital, matters relating to the issue of shares, debentures, dividends or share options are not applicable.

Independent auditor

The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors

DocuSigned by:
Chan Chee Onn
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Chan Chee Onn
Director

DocuSigned by:
Michael Chiam
548AD8A511AD402...
Michael Chiam Tow Khoon
Director

8 June 2026

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee)

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Hagar (Singapore) Limited (the "Company") as set out on pages 5 to 16, which comprise the statement of financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the information included in the Directors' Statement as set out on page 1 and other information included in the Annual Report 2025, but does not include the financial statements and our auditor's report thereon.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HAGAR (SINGAPORE) LIMITED (CONT'D)
(A company limited by guarantee)

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

Responsibilities of Management and Directors 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 Act, the Charities Act and Regulations and FRSs, 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 directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HAGAR (SINGAPORE) LIMITED (CONT'D)
(A company limited by guarantee)

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

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

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year, the Company has not complied with the requirements of Regulation 7 of the Charities (Fund-Raising Appeals for Local and Foreign Charitable Purposes) Regulations 2012.

The engagement partner on the audit resulting in this independent auditor's report is Foong Chooi Chin.

Signed by:
Baker Tilly
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Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

8 June 2026

HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee)

STATEMENT OF COMPREHENSIVE INCOME
For the financial year ended 31 December 2025

	Note	**2025** $	2024 $
Income			
Donations received		**1,438,577**	1,344,872
Other income	3	**42,389**	31,729
		1,480,966	1,376,601
Expenditure			
Depreciation of right-of-use assets	6	**(8,663)**	(8,663)
Global programme expenses	4	**(941,249)**	(860,944)
Local programme expenses		**(49,179)**	(53,990)
Interest expense on lease liabilities	6	**(869)**	(1,304)
Fund raising expenses		**(62,551)**	(61,749)
Marketing expenses		**(3,600)**	(6,334)
Salaries and staff related costs	5	**(397,684)**	(370,357)
Other expenses		**(63,236)**	(40,616)
		(1,527,031)	(1,403,957)
Deficit and total comprehensive loss for the financial year		**(46,065)**	(27,356)

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

HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee)

STATEMENT OF FINANCIAL POSITION
At 31 December 2025

	Note	**2025** **$**	2024 $
Non-current asset			
Right-of-use assets	6	**12,271**	20,934
Current assets			
Sundry receivables		**21,952**	8,440
Prepayment		**3,732**	2,015
Cash and bank balances	7	**1,338,134**	1,396,975
		1,363,818	1,407,430
Total assets		**1,376,089**	1,428,364
Non-current liability			
Lease liabilities	6	**3,788**	12,977
Current liabilities			
Accrued expenses		**35,079**	32,558
Lease liabilities	6	**9,189**	8,731
		44,268	41,289
Total liabilities		**48,056**	54,266
Net assets		**1,328,033**	1,374,098
Funds			
Unrestricted Fund			
Accumulated Fund		**1,266,484**	1,374,098
Restricted Fund			
Donation fund	8	**61,549**	–
Total Funds		**1,328,033**	1,374,098

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

HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee and not having share capital)

STATEMENT OF CHANGES IN FUNDS
For the financial year ended 31 December 2025

	Unrestricted Fund	Restricted Fund	
	Accumulated Fund $	**Donation fund $**	**Total Fund $**
Balance at 1 January 2024	1,401,454	–	1,401,454
Deficit and total comprehensive loss for the financial year	(27,356)	–	(27,356)
Balance at 31 December 2024	1,374,098	–	1,374,098
(Deficit)/surplus and total comprehensive (loss)/income for the financial year	(107,614)	61,549	(46,065)
Balance at 31 December 2025	**1,266,484**	**61,549**	**1,328,033**

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

HAGAR (SINGAPORE) LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
For the financial year ended 31 December 2025

	2025 **$**	2024 $
Cash flows from operating activities		
Deficit for the financial year	**(46,065)**	(27,356)
Adjustments for:		
Depreciation of right-of-use assets (Note 6)	**8,663**	8,663
Interest expense (Note 6)	**869**	1,304
Operating cash flows before working capital changes	**(36,533)**	(17,389)
Sundry receivables and prepayment	**(15,229)**	10,681
Accrued expenses	**2,521**	(9,793)
Net cash used in operating activities	**(49,241)**	(16,501)
Cash flows from financing activities		
Repayment of lease liabilities (Note 6)	**(8,731)**	(8,296)
Interest paid (Note 6)	**(869)**	(1,304)
Net cash used in financing activities	**(9,600)**	(9,600)
Net decrease in cash and cash equivalents	**(58,841)**	(26,101)
Cash and cash equivalents at beginning of the financial year	**1,396,975**	1,423,076
Cash and cash equivalents at end of the financial year (Note 7)	**1,338,134**	1,396,975

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

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

1 Corporate information

The Company (Co. Reg. No. 200401226H) is a company limited by guarantee incorporated and domiciled in Singapore. The registered office is located at 600 North Bridge Road, #05-01 Parkview Square, Singapore 188778. The Company's principal place of activities is at 8 Lorong 27A Geylang, #03-04, Singapore 388106.

The Company is a charity registered under the Charities Act 1994 on 7 April 2014. The principal activities of the Company are to provide fostering hope for vulnerable women and children in crisis through holistic, transformational development and creative initiatives.

The Company is limited by its member's guarantee to contribute to the assets of the Company an amount of $50 each in the event of it being wound up.

2 Material accounting policies

(a) Basis of preparation

The financial statements, presented in Singapore dollar ("$") which is the Company's functional currency, have been prepared in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore ("FRSs"). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year.

The carrying amounts of sundry receivables, cash and bank balances and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

In the current financial year, the Company has adopted all the new and revised FRS and Interpretations of FRS ("INT FRS") that are relevant to its operations and effective for the current financial year.

2 Material accounting policies (cont'd)

(a) Basis of preparation (cont'd)

New and revised standards that are adopted

The adoption of these new and revised FRS and INT FRS did not have any material effect on the financial results or position of the Company.

New or revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the end of the financial year but are not yet effective for the financial year ended 31 December 2025 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company except as disclosed below:

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 will replace FRS 1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transition provisions.

The new standard introduces the following key requirements:
- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for "operating profit", "profit or loss before financing and income taxes", and "profit or loss" in the statement of profit or loss.
- Management-defined performance measures ("MPMs") are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the FRSs.
- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Company in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

(b) Income recognition

Donations

Donations are recognised when received.

Interest income

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

(c) Income tax

The Company is a registered charity under the Charities Act 1994 and is exempted from income tax under the provisions of the Income Tax Act.

2 Material accounting policies (cont'd)

(d) Leases

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments).

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

The Company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement date, initial direct cost, less any lease incentive received.

Right-of-use assets are subsequently measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter period of the lease term and useful life of the underlying asset.

(e) Fund

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected in unrestricted fund.

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

(f) Financial assets

The Company's financial assets at amortised cost include sundry receivables and cash and bank balances. Financial assets are measured at initial recognition at fair value and subsequently measured at amortised cost using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

2 Material accounting policies (cont'd)

(g) Financial liabilities

Financial liabilities include accrued expenses and lease liabilities. Financial liabilities are recognised on the statement of financial position when, and only when, the Company becomes a party to the contractual provisions of the financial instrument. Financial liabilities are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest rate method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in income or expenditure when the liabilities are derecognised and through the amortisation process.

3 Other income

	2025	2024
	$	$
Interest income	**42,389**	31,729

4 Global programme expenses

The global programme expenses comprise donations made to Hagar International, as well as funds distributed by Hagar International to support various programmes in Afghanistan, Cambodia, and Vietnam that provide assistance to vulnerable women and children.

5 Salaries and staff related costs

	2025	2024
	$	$
Key management personnel:		
- Salaries and related costs	**248,528**	240,128
- Contributions to defined contribution plans	**36,229**	33,576
Total key management personnel compensation	**284,757**	273,704
Other personnel:		
- Salaries and related costs	**92,152**	79,380
- Contributions to defined contribution plans	**16,095**	13,892
Staff welfare and others	**4,680**	3,381
	397,684	370,357

6 Right-of-use assets and lease liabilities

Nature of the Company's leasing activities

The Company leases office premises from a third party with a remaining tenure of 17 months (2024: 29 months).

6 Right-of-use assets and lease liabilities (cont'd)

Nature of the Company's leasing activities (cont'd)

Information about leases for which the Company is a lessee is presented below:

Carrying amount of right-of-use assets

	2025 $	2024 $
Office premises	**12,271**	20,934

Amounts recognised in income or expenditure

	2025 $	2024 $
Depreciation charge for the year		
Office premises	**8,663**	8,663
Interest expense on lease liabilities	**869**	1,304

The lease liabilities are analysed as follows:

	2025 $	2024 $
Current	**9,189**	8,731
Non-current	**3,788**	12,977
	12,977	21,708

Reconciliation of movements of lease liabilities to cash flows arising from financing activities:

	2025 $	2024 $
Balance at 1 January	**21,708**	30,004
Changes from financing cash flows:		
- Repayments	**(8,731)**	(8,296)
- Interest paid	**(869)**	(1,304)
Non-cash changes:		
- Interest expense	**869**	1,304
Balance at 31 December	**12,977**	21,708

The maturity analysis of the lease liabilities is disclosed in Note 8(b).

Total cash flows for leases of the Company for the financial year amounted to $9,600 (2024: $9,600).

7 Cash and bank balances

	2025 **$**	2024 $
Fixed deposits	**300,000**	1,002,097
Bank balances	**1,038,134**	394,878
	1,338,134	1,396,975

8 Restricted Fund – Donation fund

	2025 **$**	2024 $
Balance at beginning of financial year	**–**	–
Donation and surplus for the financial year	**61,549**	–
Balance at end of financial year	**61,549**	–

The fund is to support the development of the Hagar Global Website and the Hagar Singapore Donation Management System.

9 Financial instruments

a) Categories of financial instruments

Financial instruments as at reporting date are as follows:

	2025 **$**	2024 $
Financial assets		
Financial assets at amortised cost	**1,360,086**	1,405,415
Financial liabilities		
Financial liabilities at amortised cost	**48,056**	54,266

b) Financial risk management

The Company's overall risk management is determined and carried out by the directors. The Company is exposed to the following financial risks:

Foreign exchange risk

The Company has minimal exposure to foreign exchange risk as its transactions are substantially denominated in Singapore dollar ("SGD"). The Company's only exposure to foreign exchange risk is the fixed deposit and bank balance totalling $626,304 (2024: $613,021) which are denominated in United States dollar.

9 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Foreign exchange risk (cont'd)

The following table demonstrates the sensitivity to a reasonably possible change in USD exchange rate against SGD, with all other variables held constant, of the Company's deficit:

	(Decrease)/increase in deficit	
	2025	2024
	$	$
USD/SGD		
- Strengthened 3% (2024: 3%)	**(18,789)**	(18,391)
- Weakened 3% (2024: 3%)	**18,789**	18,391

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company's exposure to credit risk arises primarily from sundry receivables and cash and bank balances which have minimal exposure. For cash and cash equivalents, credit risk is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

The Company has no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented on the statement of financial position.

Credit risk exposure in relation to cash and bank balances and sundry receivables is insignificant, and accordingly no credit loss allowances were recognised as at 31 December 2025 and 31 December 2024.

Interest rate risk

The Company exposure to interest rate risk is mainly through the impact of interest rate charges on its fixed deposits. Sensitivity analysis for changes in interest rate is not disclosed as the effect on the Company's net deficit is not significant. The Company does not have interest-bearing liabilities.

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Company manages the liquidity risk by maintaining sufficient cash to enable them to meet their normal operating commitments.

9 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Liquidity risk **(cont'd)**

The table below summarises the maturity profile of the Company's non-derivative financial liabilities at the reporting date based on contractual undiscounted repayment obligations:

	1 year or less $	1 to 5 years $	Total $
2025			
Accrued expenses	**35,079**	**–**	**35,079**
Lease liabilities	**9,600**	**4,000**	**13,600**
	44,679	**4,000**	**48,679**
2024			
Accrued expenses	32,558	–	32,558
Lease liabilities	9,600	13,600	23,200
	42,158	13,600	55,758

c) Fair values of financial assets and financial liabilities

The carrying amounts of the financial assets and financial liabilities recorded in the financial statements of the Company approximate their fair values due to their relatively short-term maturity.

10 Fund management

The Company's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a going concern and to develop its principal activities over the longer term through donations.

No changes were made to the fund management objectives during the financial years ended 31 December 2025 and 31 December 2024.

11 Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors 8 June 2026.