Together As One

Yellow Ribbon
sg Beyond Second Chances

ANNUAL REPORT 2023

verview

As we reflect on the past year, we are reminded of the power of unity and collaboration. The theme "Together as One" encapsulates the spirit of our collective efforts in creating a more inclusive and supportive society for ex-offenders and their families. In this annual report, we celebrate the milestones achieved and the impactful initiatives that have brought us closer together as a community.

Join us as we journey through the stories of resilience, transformation, and the unwavering commitment to second chances. Together, we stand as one, galvanising society towards ex-offenders' successful reintegration into society.

Vision

An inclusive society, a nation beyond second chances.

Mission

We galvanise society to uplift ex-offenders through skills and career development, co-creating opportunities for their successful reintegration and contribution back to society.

Our HOPE Values

Honour
We act with integrity and professionalism.

Oneness
We work with all sectors of society, with a common goal, to inspire second chances and uplift ex-offenders.

People-Oriented
We care about the people we work with and those we serve.

Enterprising
We imagine all possibilities and make them happen.

Contents

Chairman's Message

MR PHILLIP TAN ENG SEONG
Chairman
Yellow Ribbon Singapore

2023 marked many significant milestones, as Yellow Ribbon Singapore (YRSG) continued to galvanise the community and our partners to deliver positive outcomes for ex-offenders and their families.

Enhancing Inmates and Ex-offenders' Skills and Employability

YRSG's efforts in enhancing inmates and ex-offenders' skills and employability remained a focal area of our work. As part of the Work Programme Transformation, YRSG collaborated with workshop operators to co-curate accredited courses aligned with SkillsFuture Singapore's Skills Framework. This integration enhances inmates' upskilling journey during their incarceration, and ensures their acquired skills during incarceration are relevant to industry needs.

Following the successful launch of the TAP (Train and Place) & Grow initiative in the Precision Engineering, Logistics, and Media sectors in previous years, we expanded its implementation to the Food Services sector in 2023, in partnership with Nanyang Polytechnic's Asian Culinary Institute. This 'through-train' Food and Beverage skills and career pathway allows inmates to continue their training in the community after release, towards acquiring a WSQ Diploma in Culinary Arts (Food Services). The programme is expected to benefit up to 700 inmates annually.

To enhance career outcomes for ex-offenders, YRSG piloted a career discovery tool at the women's prison. This tool offers guidance to inmates on aligning their skills training and work experiences with their career aspirations and goals. We are monitoring and evaluating the outcomes of this initiative, and intend to extend its implementation to the male inmate population if assessed to be useful.

Strengthening Reintegration through Employment Support and Community Engagement

In Budget 2023, the Government introduced the Uplifting Employment Credit, providing employers with time-limited wage offsets when they hire ex-offenders between April 2023 and December 2025. This initiative has given YRSG's outreach team an added boost in its engagement of employers to provide equal hiring opportunities for ex-offenders.

Under the Yellow Ribbon Project, YRSG continued to organise signature events such as the Yellow Ribbon Culinary Competition in June 2023, with the strong support of the Singapore Prison Service and key partners such as the Singapore Chef Association. The competition, themed "Planting Seeds of Change", inspired inmates and ex-offenders to take proactive action that would make a positive difference in their lives, and nurtured their creativity and resilience.

Another signature event was the CARE Network Summit in July 2023, which introduced participants to the concept of desistance and emphasised the importance of community support in ex-offenders' desistance journeys. I am heartened that participants of the event gave feedback that was overwhelmingly positive, a testament to the relevance of the content shared at the event.

Yet another meaningful initiative in 2023 was the Memorandum of Understanding signed with Uniqlo Singapore. Through the partnership, members of the public can donate their pre-loved Uniqlo clothing at Uniqlo stores. These clothes are then washed and processed on a pro bono basis by Yellow Ribbon Industries Pte Ltd, a wholly owned subsidiary of YRSG, and given to needy ex-offenders and their family members.

In September 2023, the Yellow Ribbon Prison Run 2023 returned to its full physical format, attracting over 6,500 participants and raising more than $300,000 for CARE Network members to support the rehabilitation and reintegration of inmates and ex-offenders. The event's resounding success underscored the strong community support for the Yellow Ribbon cause.

Building Our Desired Organisation

YRSG's culture code – High Trust, Fun and Vibrant, Agile and Nimble – was launched in 2023 to guide staff on the key behavioral attributes that embodied our desired culture. To enhance teamwork, YRSG introduced Emergenetics as a tool to help our officers better understand each other's thinking and behavior preferences.

We have also strengthened leadership development by conducting a 360-degree feedback exercise for YRSG's EXCO members and middle management, and by providing tailored interventions. Our talent management and leadership development efforts included engagement sessions and customised developmental plans for selected staff.

To enhance officers' digital and data analytics skills, all YRSG officers have completed curated courses and selected officers have also undergone data visualisation training. YRSG has also adopted Tableau as our enterprise visual analytics tool, which has streamlined our data reporting processes and enabled better data insights, supporting decision making.

In conclusion, I am delighted that 2023 has been a year of growth and achievement for YRSG and our officers. Our efforts have continued to support the rehabilitation and reintegration of inmates and ex-offenders, and also strengthened our organisational capabilities. I look forward to 2024 with excitement and anticipation, as we will be celebrating the Yellow Ribbon Project's 20th anniversary. Many meaningful and memorable activities have been lined up. As we look ahead, we will continue to demonstrate our steadfast commitment to creating a more inclusive society where everyone looks out for each other and plays a part in shaping our shared future.

About YRSG Board

As at 31 March 2024

Mr Phillip Tan Eng Seong
Chairman

Mr Puah Kok Keong
Deputy Chairman

Ms Shie Yong Lee
Board Member

Mr Wan Shung Ming
Board Member

Mr David Toh Seng Hong
Board Member

Ms Mable Chan Kam Man
Board Member

Mr Jason Leow Juan Thong
Board Member

Mr Thomas Pek Ee Perh
Board Member

All members of the YRSG Board are appointed by the Minister for Home Affairs and hold office for a term of three years from the date of their appointments. YRSG board meetings are held quarterly every year.

The roles of the YRSG Board include:

- Providing strategic direction and guidance to YRSG for the successful reintegration of ex-offenders through employment;
- Advising on trends and opportunities in key industries, rehabilitation and reintegration of ex-offenders, aftercare and the social landscape; and
- Reviewing and endorsing strategic work plans and proposals put up by YRSG's management.

Mr Zhulkarnain Abdul Rahim
Board Member

Ms Shirley Wong Swee Ping
Board Member

Ms Tham Loke Kheng
Board Member

Mr Carlos Nicholas Fernandes
Board Member

Mr Lim Teck Kiat
Board Member

Mr Mayank Parekh
Board Member

Dr Mohamed Fadzil Bin Mohamed Hamzah
Board Member

Board Committees

As at 31 March 2024

Audit & Risk Management Committee

The Audit & Risk Management Committee oversees the internal and external audits on YRSG's risk management and internal control systems. Its reviews and findings ensure that YRSG's work processes are rigorous and robust, based on the principles of good governance and risk management.

Chairman
Mr David Toh Seng Hong

Members
Ms Carolyn Kan Hsueh Yee (till 1 September 2023)
Mr Chun Wai Seng
Dr Jonathan Pan
Mr Bernard Soh
Ms Kuldip Gill
Ms Hah Yanying
Mr Shivkumar Mahadevan
Ms Rafidah Binte Suparman (from 1 September 2023)

Secretariat
Mr Jason Ng

Establishment Committee

The Establishment Committee seeks to build a dedicated and passionate workforce necessary to deliver YRSG's mission. It advises on effective human resource policies and practices to attract, nurture, and retain good staff.

Chairman
Ms Mable Chan Kam Man

Members
Mr Ethan Tan
Ms Shirlyn Ng Siok Har
Ms Teo Chew Yam, Debbie

Secretariat
Ms Ng Huey Ling

Finance & Budget Committee

The Finance & Budget Committee is responsible for reviewing YRSG's annual budget proposal, reviewing and appraising YRSG's financial position, and reviewing YRSG's reserve policies.

Chairman
Mr Phillip Tan Eng Seong

Members
Mr Abdul Rohim Bin Sarip
Ms Shirley Wong Swee Ping
Mr Carlos Nicholas Fernandes

Secretariat
Mr Seah Ser Huat

Our Management Team

As at 31 March 2024

YRSG Board

CEO YRSG
Mr Sunny Lee

Assurance@YR
Director
Mr Ng Woon Ming Jason

Corporate Development Group
Executive Director
Ms Ng Huey Ling
(Concurrent Director, People@YR)

People@YR
Director
Ms Ng Huey Ling

Corporate Services@YR
Director
Mr Seah Ser Huat

Strategy@YR
Director
Ms Serena Lim

Reintegration Group
Executive Director
Ms Rosanna Yam
(Concurrent Director, Skills@YR)

Aftercare@YR
Director
Ms Salmiah Hamid

Careers@YR
Director
Ms Karen Tan

Partnership@YR
Director
Ms Paulin Chua

Skills@YR
Director
Ms Rosanna Yam

MOU Signing

Between Nanyang Polytechnic's Asian Culinary Institute and Yellow Ribbon Singapore

Nanyang Polytechnic's Asian Culinary Institute (NYP–ACI) and Yellow Ribbon Singapore (YRSG) signed a Memorandum of Understanding (MOU) on 22 November 2023 to boost career opportunities for inmates and ex-offenders in the food services industry. This collaboration is an expansion of YRSG's TAP (Train and Place) & Grow initiative where YRSG partners with employers, training institutions and community partners to set up training academies in prison. This allows inmates to undergo industry–specific training and develop essential skills during incarceration.

About 700 inmates and ex-offenders are expected to benefit annually from this initiative. Upon completion of the courses in prison, graduates may pursue careers in the food services industry upon release. The close partnership between YRSG and NYP–ACI, along with their network of partner employers, will help enhance employment prospects for ex-offenders. YRSG will also provide career retention support to ex-offenders as they reintegrate into the workforce and transition to a new work environment.

Mr Sunny Lee, CEO of YRSG, and Mr Russell Chan, Principal and CEO of NYP, expressed their enthusiasm for this collaboration, highlighting its significance in building upon the TAP & Grow initiative to empower inmates and ex-offenders. They emphasised the importance of providing essential skills and support for successful reintegration into society, encouraging inclusive hiring, and forming industry collaborations to create a positive impact. NYP–ACI's expertise in the food services industry further strengthens this collaboration by offering comprehensive and industry-aligned training to inmates and ex-offenders.

Partnership with the Private Sector through Work Programme

Work programme is facilitated through commercially run business units within prison, operating under the Private Partnership Scheme (PPS) and Yellow Ribbon Industries (YRI). The programme aims to instil positive work ethics, impart market-relevant skills training, and develop the necessary skills to improve inmates' employability outcomes when they re-enter the workforce.

Inmates Contributing to the Nation's Social Defence

In partnership with the Singapore Prison Service (SPS), YRSG supported the nation's social defence with the introduction of a pharmaceutical-based workshop operator to produce face masks in the midst of the COVID-19 pandemic. ST Engineering Innosparks Pte Ltd (STE) established a workshop in November 2020 to produce face masks in a cleanroom environment.

Two inmates from the STE workshop shared how the work programme has benefitted them:

"Through work programme, I picked up useful life skills, such as effective communication. I learned how to communicate more effectively to develop better understanding and relationships, not just with the other inmates in the programme, but also with my own family and friends. The work programme also provided me with industry experience, which I believe will be useful in securing a career after I am released from prison. I felt a sense of fulfilment knowing that I was able to assist our healthcare organisations in combating the pandemic, as well as supporting the nation's efforts to maintain mask stockpiles even while incarcerated."

– Sam

"I found the work programme to be positive. It offered me an excellent opportunity to learn new skills and efficiently use my time in prison. The work programme provided me with allowances to send to my family and save for my release. It also helps prevent me from doing wrong things while incarcerated. I am thankful that I am still able to contribute to society and the nation's efforts during the pandemic by keeping the mask stocks intact through the work programme."

– Jack

Ravi Sharman Muniam from SPS, Institution A5, shared his thoughts as a Work Programme Officer:

"As a Work Programme Officer, I have the privilege of nurturing a pro-social mindset and cultivating a strong sense of work responsibility among the inmates under my care. I am inspired by the first-hand experience of witnessing the inmates' genuine sense of responsibility and pride as they diligently assemble masks. Through this work, they find a profound sense of purpose in contributing back to the community. By providing them with avenues to give back to society, we not only foster a sense of accountability but also empower them with valuable skills and a renewed sense of self-worth."

Tan Kia Lai, Prisons Mask Workshop Manager, ST Engineering Innosparks Pte Ltd, shared his views on the work programme:

"As a Workshop Manager in Changi Prison, I find the role both challenging and fulfilling. It has taught me to be more patient as I learn to motivate inmates to participate in our work programme. Our focus on producing masks benefits not only the healthcare sector but also equips inmates with valuable skills for their reintegration into society."

Review of Skills Transformation

The impetus for skills transformation was driven by several key factors, including the changing inmate profile and the dynamic job market post-COVID-19. It is a multi-year plan, and aims to actualise the key recommendations of YRSG's Skills and Careers Masterplan 2.0.

In 2023, YRSG began the transformation with the following developments:

1. New Learning and Development Unit

Skills@YR was reorganised to include a new Learning and Development (L&D) unit focused on curating and evaluating training curriculum for inmates and ex-offenders. This is achieved through forging new collaborations, as well as strengthening alignment with SkillsFuture Singapore (SSG) in curating training programmes that emphasise the importance of upskilling and highlighting various training pathways for inmates upon their reintegration into the community.

Skills@YR is also collaborating with Partnership@YR to review the TAP & Grow curriculum and explore new training pathways through YR Sandbox and enhancing the team's capabilities beyond operations management.

2. Greater Use of Technology

Skills@YR aims to enhance service delivery and reduce workload for staff through the integration of technology. The division is committed to digitalising the inmates' training application process and implementing predictive analytics to support our L&D efforts.

3. Work Programme Transformation (WPX)

The WPX initiative aims to partner workshop operators to formalise and level-up the training provided to inmates. Two workshop operators have already signed up for this, and more workshop operators will be on-boarded in the near future.

4. Expansion of Training in the Community

YRSG will expand training opportunities in the community by funding ex-offenders who wish to pursue training or further develop their career aspirations in a specific industry through the Grow Movement or other SSG work-study schemes.

Implementation of Work Programme Transformation

In 2023, together with SPS, YRSG completed a review of work programme with the key recommendation to introduce "Work Programme Transformation (WPX)". The primary goal of WPX is to collaborate with workshop operators to co-create accredited training programmes to benefit inmates. This initiative aims to integrate work programme into the rehabilitation and upskilling journey of inmates during their time in prison.

Under WPX, YRSG will support workshop operators in curating relevant training programmes. Inmates will benefit from receiving accredited training while working and enhancing their employability outcomes in the industry. By undergoing more accredited training, inmates' career mobility and employability potential are also enhanced.

To support WPX, YRSG and workshop operators will co-curate accredited courses according to SkillsFuture Singapore's Skills Framework. This alignment aims to achieve win-win outcomes for both workshop operators and YRSG, and in the long run, foster a more skill-focused and supportive environment to facilitate reintegration into society.

Joseph See, CEO of Agape Connecting People Pte Ltd, shared his thoughts on the transformative impact of the WPX initiative:

"The WPX is a life-skills initiative designed to ignite a growth mindset and rebuild self-confidence, enabling participants to return to the workforce. Through our warm collaboration with YRSG, SPS, and Agape's inclusive partners, we have witnessed individuals taking personal ownership and successfully transforming into their better selves."

Performance Highlights

Skills Training	2019	2020	2021	2022	2023
Number of Inmates Trained	5,923	4,717	4,748	3,740	4,046
Average Number of Training Hours Per Inmate Trained	-	54	60	64	80

Work Programme	2019	2020	2021	2022	2023
Average Number of Inmates Engaged in Work Programme in YRSG and YRI Workshops	2,157	1,849	1,660	1,464	1,405
% of Eligible Inmates Engaged in Work Programme	87%	88%	88%	88%	88%

Attainment of Certified Career Practitioner Credentials from Workforce Singapore

In Careers@YR, career specialists and career coaches provide guidance and support to inmates and ex-offenders by engaging them through discussions and offering advice on possible career pathways. YRSG subscribes to Workforce Singapore's (WSG) Career Development Framework (CDF), which ensures our career specialists and career coaches are equipped with the relevant knowledge and skills to perform their respective roles.

As part of the onboarding package, all newly joined specialists and coaches undergo training to acquire knowledge on the Employment Act as well as Motivational Interviewing techniques. Since 2020, staff from Careers@YR have been enrolled in the Career Facilitation Programme (CFP) to enhance their competencies in career advisory and guidance. CFP aims to prepare career practitioners with advanced education and career advisory competencies, in addition to the fundamental skills acquired. To date, 16 staff from Careers@YR have completed the CFP, and staff who have yet to undertake the programme will do so in the upcoming runs in 2024 and beyond.

Following the completion of the CFP, staff are encouraged to attain the Certified Career Practitioner (CCP) accreditation, to uphold professional standards and ethics within the community of career practitioners. In line with the guidelines from WSG's CDF, Careers@YR will continue to deepen expertise and knowledge through taking up the next tier of programmes and accreditation as our staff progress to supervisory and managerial roles.

Read on for first-hand sharing from YRSG's career specialists on how undergoing CFP and attaining the CCP credentials have value-added to their work.

Nur Ashikin Binte Abd Karim
Senior Associate Career Specialist

How do you feel about attending the CFP course and attaining the CCP credential?

Shikin: Through the knowledge acquired from the CFP, I can now provide more comprehensive guidance to my clients. Attaining the CCP credential has also given me a confidence boost.

Taufiq: The CFP has provided me with the necessary skills and knowledge to help my clients make informed career decisions and be aware of their own career goals and preferences. I have also acquired the competencies to conduct career coaching, mentoring, and facilitate group sessions on career-related topics.

Were there any differences in terms of having the certification versus just gaining knowledge from the CFP?

Shikin: Yes, there is a difference. With the certification, people trust and believe in your credibility. Everyone can acquire knowledge by reading a book but having good credentials (certified by an independent party) helps to elevate your professional career and credibility.

Taufiq: Yes. The CFP is the training required for the CCP credential. It is a practice-based competency framework whereby credentials are awarded based on an applicant's actual practice and experiences.

How has CFP/CCP helped you in the course of your work?

Shikin: Having been certified as a CCP, I have access to a wider range of resources such as career assessment tools, job market information, and industry trends. The CFP has provided me with the tools and knowledge, while the CCP has provided me with connections to elevate my career coaching practice and better serve my clients in making informed career decisions. Overall, I can now provide more comprehensive guidance to my clients.

Taufiq: The CFP has helped me to attain the competencies to (a) apply career development theories and principles; (b) use career development tools to facilitate clients' exploration of education, employment, and career opportunities; and (c) educate clients to interpret labour market information and adapt career development resources for exploring employment and career opportunities.

How has the CCP accreditation influenced or motivated you?

Shikin: I have expanded my network of industry professionals and gained valuable insights, creating more opportunities for my clients. I have enhanced my professional credibility, and I am committed to continual professional development and adherence to industry standards.

Taufiq: As a certified career practitioner, I play a crucial role in helping my clients to navigate their career paths and in offering valuable guidance and support. With the knowledge gained, I can make a significant difference in their lives by helping them make informed career decisions and achieve their career goals. After acquiring the certification, I feel more driven to make a positive impact in someone's life.

Mohammad Taufiq Bin Jumaat
Career Specialist

Implementation of Career Discovery Tool for Female Inmates

In 2023, the career specialists team successfully implemented the Career Discovery Tool (CDT) for female inmates.

What led to the decision to adopt CDT?

- The aim of the CDT is to strengthen clients' career decisions by reviewing their career aspirations, career interests, previous work experiences and current skill sets through a series of guided questions. The process also encourages clients to take greater ownership by making informed career decisions in their career journey.

How did it benefit the team and/or clients?

- The CDT empowers the career specialists to initiate career conversations with the clients and help guide them in making informed career decisions based on their knowledge, skills and experience.
- Furthermore, it has been observed that the CDT has led to clients gaining greater clarity about possible career pathways and the necessary steps required to achieve their career goals.

Moving forth, are there plans to introduce this to the male inmates, and would there be changes in the delivery?

- There are plans to deploy the tool to institutions S1 and S2 with the new Re-entry Preparation regime.
- Eventually, this tool will be incorporated into the inmates' career guidebook, which inmates will receive upon their admission, regardless of their gender.

What was it like before using CDT?

- Prior to the implementation of CDT, clients exhibited less certainty about their career decisions as they had limited knowledge on how to select a suitable career and what types of jobs were available to them. Some clients were also prone to being influenced by their cellmates and other non-work-related factors such as caregiving duties.

What is the process and some challenges of using CDT, and how were the challenges mitigated?

- Clients are provided with the CDT prior to their career guidance session with the career specialists. They are given a week to reflect and complete the exercises in the workbook.
- During the career guidance session, career specialists engage clients in a one-on-one career conversation to discuss their career decisions and guide them in charting out an action plan towards achieving their career aspirations.
- For clients who lack prior work experience or have lower levels of education, completing the tool may present challenges. However, with guided briefing, they were still able to complete the tool and make more informed career decisions.
- The CDT is also designed in a way that is simple and easy to understand, so that even clients with lower education levels will still find it useful.

Performance Highlights

Employment Assistance

	Number of Inmates Assisted	% of Assisted Inmates who Secured Jobs
2019	2,626	96%
2020	2,768	93%
2021	2,969	94%
2022	2,615	93%
2023	2,350	95%

Career Retention Rate

	Retention Cohort (3-month)	Retention Cohort (6-month)
2019	83%	68%
2020	87%	70%
2021	84%	66%
2022	82%	64% [1]
2023	79% [1]	60% [1]

[1] Preliminary Figures as at end March 2024

Number of Employers Registered with YRSG

2019	2020	2021	2022	2023
5,603	5,895	5,634	6,265	6,516

Diversity, Equity, and Inclusion Workshop for Marina Bay Sands

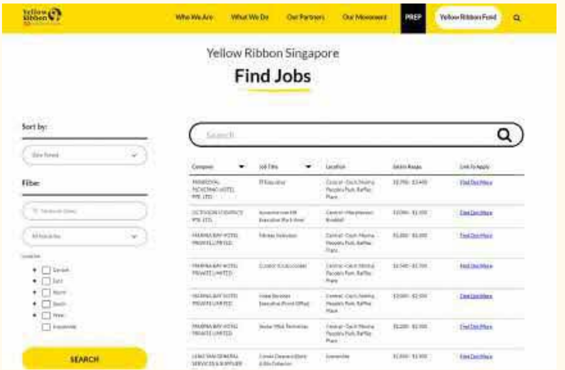
As part of the Project Beyond Hiring initiative, YRSG partnered with Marina Bay Sands (MBS) to conduct a Diversity, Equity, and Inclusion (DEI) workshop on 27 September 2023.

The workshop, themed "Fostering a Supportive Workplace for Ex-offenders", aimed to promote inclusive hiring of ex-offenders, share insights into the challenges faced by ex-offenders in the community, and develop strategies to support them in the workplace. A total of 50 participants from YRSG and MBS took part in this workshop. Participants said that they found the conversations with workplace advocates during group discussions highly beneficial, as it provided real-life examples of the challenges faced by ex-offenders reintegrating into the workforce. YRSG will continue to organise such engagements to complement its career retention efforts and better prepare partner employers to integrate ex-offenders into their workforce.

Partners' Repository and Engagement Platform (PREP)

YRSG launched a new job portal, the Partners' Repository and Engagement Platform (PREP), on 20 November 2023. PREP is an efficient, fuss-free and effective platform that offers a streamlined process for posting and accessing job opportunities seamlessly for both job seekers and our partner employers. By posting on the national job portal, MyCareersFuture, the same jobs will appear on PREP. Partner employers will benefit from increased viewership and visibility as an inclusive organisation, while ex-offender job seekers will have access to a wider range of job choices.

PREP also serves as a one-stop resource platform, offering resources such as Career Advisory Coaching and the Employer Handbook for both job seekers and partner employers.



CARE Network

CARE Network Learning Journey

- A learning journey was organised on 24 February 2023 to the Rise Above Halfway House (RAHWH), the first secular halfway house for females undergoing the community-based programme. The session focused on the unique challenges faced by female ex-offenders and the support provided to them. 30 aftercare professionals from Industrial and Services Co-operative Society Limited, NeuGen Fund, National Council of Social Service, Singapore Anti-Narcotics Association, SPS, iC@ARE Hub, HUG Community Services Limited, Lakeside Family Service Centre, Selarang Halfway House and The Turning Point attended. Positive feedback was received from participants who gained valuable insights from the presentation by RAHWH, the site tour, the sharing by Lakeside Family Service Centre and the small group discussions.

- A second learning journey to the Singapore Boys' Home (SBH) was held on 13 October 2023. Participants from social service agencies in the aftercare sector were provided with an understanding of SBH's programmes and their challenges in supporting youths-at-risk. They also gained deeper insights into working with youths-at-risk and learned about SBH's contributions toward addressing intergenerational offending.

CARE Network Summit 2023

- Themed "Desistance in the CommUNITY", the participants were introduced to the concept of desistance and the importance of community support in ex-offenders' desistance journeys.

- The annual summit was held in a hybrid format on 27 July 2023 at Fairmont Singapore and was attended by 361 physical attendees and 202 virtual attendees. It was graced by Minister K Shanmugam, Minister for Home Affairs and Minister for Law as the Guest of Honour.

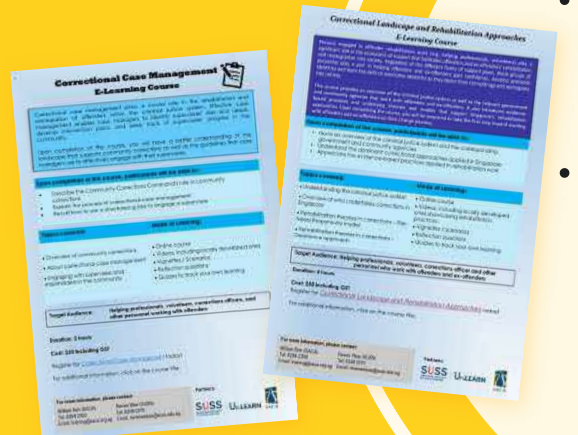
- The event programme included a presentation by the keynote speaker, Professor Shadd Maruna from Queen's University Belfast in Northern Island, panel discussions with the CARE Network (CN) members and Professor Beth Weaver from University of Strathclyde Glasgow, as well as breakout group sessions.

- Prior to the event, the CN secretariat also organised a closed-door pre-event engagement session with Professor Shadd Maruna at the Singapore Anti-Narcotics Association and National Council of Social Service for CN partners.

CARE Network Secretariat

- With effect from 1 October 2023, the CARE Network Secretariat has been transferred from YRSG to SPS.
- The transfer enhances the synergy and collaboration between SPS and YRSG, and enables better resource optimisation.

SPSS-SUSS E-Learning Module



- Co-developed by SPS and the Singapore After-Care Association, five e-modules were launched in collaboration with the Singapore University of Social Sciences in 2023.
- The modules launched were Correctional Landscape and Rehabilitation Approaches, Substance (Alcohol & Other Drugs) Addiction, Group Facilitation Skills, and Understanding Offenders in the Context of Family and Correctional Case Management.

Supporting Pro-social Groups in the Community

- The Yellow Ribbon Fund (YRF) grant application was extended to the Desistor Network (DN) agencies.
- The DN was established in 2023 to create a strong network where member agencies, working with and supporting desistors (i.e., those who have successfully remained offence-free in the community for a longer period), tap onto one another's strengths, experiences, and resources to expand the range of support activities available to ex-offenders. This allows more ex-offenders and desistors to journey with one another within a circle of support from the network.
- 15 DN agencies applied for YRF grants. A total of 22 programmes were supported, with a total funding amount of $773,299.

UNIQLO – YRSG – YRI Partnership

- UNIQLO and YRSG signed a Memorandum of Understanding, whereby UNIQLO, YRSG and Yellow Ribbon Industries (YRI) would work together to shape an inclusive and sustainable community.
- Through this partnership, pre-loved clothes would be collected, washed and distributed to ex-offenders and their families through the Selarang Halfway House. The initiative has since been expanded to include Pertapis Halfway House. As of end 2023, more than 1,000 pieces of clothing have been distributed.

Project R.O.O.T for Children – Camp Cacti

- As part of an enhanced tri-sector collaboration, more than 200 children of incarcerated parents attended Camp Cacti in 2023. This camp, funded by CapitaLand Hope Foundation, aims to engage children during their school holidays and inculcate values to strengthen their socio-emotional development.
- New Life Stories (NLS) became a newly added partner for the camp, in addition to Life Community Services Singapore, NeuGen and Singapore Children's Society.

Yellow Ribbon Project

Yellow Ribbon Culinary Competition

- Co-hosted by the Yellow Ribbon Project and Singapore Chefs' Association (SCA), the Yellow Ribbon Culinary Competition showcased the culinary talents and vast potential of inmates exploring a career in the Food and Beverage (F&B) sector. Through the close mentorship and training by chefs from SCA, the inmates were able to hone their culinary skills, preparing them in advance for their culinary careers and expanding their prospects in the F&B sector.

- Inspired by the theme "Planting Seeds of Change", 27 inmate participants and seven HCSA Academy Culinary Training Centre alumni teamed up to create a 3-course meal of plant-based dishes per team, consisting of an entrée, a main dish, and a dessert for the competition. The Grand Finale held on 15 June 2023 was graced by Senior Minister of State for Sustainability and Environment, Dr Amy Khor.

Yellow Ribbon Performing Arts Centre (PAC) Alumni Band

- Co-formed in 2020 by Intune Music and YRSG, the Yellow Ribbon PAC Alumni band is made up of a group of aspiring musicians who were part of the PAC programme at Changi Prison Complex while they were incarcerated. Since its formation, the band has had many opportunities and platforms to showcase their talents at various events.

- In August 2023, three of the band members had the privilege to perform alongside our Prime Minister (then-Deputy Prime Minister), Mr Lawrence Wong, and the performance was posted on his social media. They were also a part of the performances at NDP Heartland celebration sites.

Yellow Ribbon Prison Run 2023

- Themed "Run Beyond Second Chances", the Yellow Ribbon Prison Run 2023 was held on 24 September 2023, and returned to its full physical format with two run categories, 6km and 10km.
- The event was graced by Ms Grace Fu, Minister for Sustainability and the Environment, who ran alongside over 6,500 local and international participants. Together with the participants and community partners, the event raised over $300,000 for CARE Network partners.

Yellow Ribbon Appreciation and Awards Ceremony

- Themed "Illuminating Journeys, Overcoming Barriers", the third edition of the Yellow Ribbon Appreciation and Awards Ceremony was held on 21 October 2023 and saw over 150 employers, community partners, ex-offenders and volunteers honoured for their achievements and contributions towards championing second chances for inmates and ex-offenders.
- The event was graced by Mr Chan Chun Sing, Minister for Education, who shared his hope for Singaporeans to take care of one another regardless of their background.

Geneco x Yellow Ribbon Project, The Magic of Hope Campaign

- In December 2023, Geneco embarked on its inaugural collaboration with the Yellow Ribbon Project (YRP) in an inspiring and heart-warming campaign, The Magic of Hope, to champion the YRP's efforts in galvanising the community to co-create opportunities for the successful reintegration of ex-offenders and their contribution back to the community. YRI's Yellow Ribbon Bakery produced 46,000 festive-exclusive Red Velvet & Almond cookies which were sold at Geneco's first ever carbon-neutral pop-up café along Orchard Road, together with coffee from Huggs Coffee. Through this collaboration, more than $3,000 was donated to the Yellow Ribbon Fund.

Yellow Ribbon School Engagement

- As part of school engagement efforts, nine schools were engaged to spread the message of second chances. The engagement included school talks and student-led projects, where students took action to show their support for the Yellow Ribbon Project by setting up awareness booths and carrying out social media publicity.
- In January 2023, a pilot run for the 'Adoption of YRP' by schools was implemented to encourage schools to 'adopt' the YRP for a minimum period of one year. The aim was to increase YRP's visibility and maintain long-term and valuable partnerships with schools. Victoria School and Ngee Ann Polytechnic pledged their support to adopt the YRP.

Yellow Ribbon Fund

HCSA x Acronis IT Lab Opening Ceremony

On 17 April 2023, YRF Chairman Mr Edmund Cheng officiated the opening of the Acronis x HCSA Computer classroom. The event was graced by Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth & Ministry of Social and Family Development. This was the second computer classroom in the community that YRF had supported in partnership with Acronis, providing ex-offenders with the necessary in-demand digital skills to enhance their employment readiness and secure better job opportunities.

YRF STAR Bursary Day of Appreciation

The YRF STAR Bursary provides financial assistance to low-income ex-offenders pursuing higher education. At the YRF STAR Bursary Day of Appreciation held on 29 April 2023 at the Tzu Chi Humanistic Centre, Associate Professor Muhammad Faishal Ibrahim, Minister of State, Ministry of Home Affairs and Ministry of National Development, announced the programme's expansion to include skills-based courses. Since its launch in 2010, the programme has disbursed bursaries of up to $2.7 million to over 240 beneficiaries.

Chief Justice's Cup

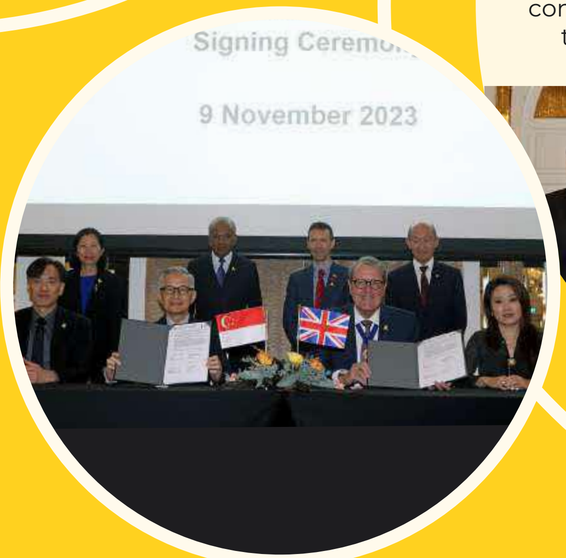
Singapore Academy of Law (SAL), a strong supporter of YRF since 2013, fundraised for YRF though their Chief Justice's Cup (futsal tournament) on 13 May 2023. The event raised $187,000 to support the SAL-YRF STAR Bursary.

Charity Transparency and Governance Award

The Charity Transparency and Governance Award recognises charities for their efforts in upholding governance and building public trust. YRF is proud to be one of the charities awarded the Charity Transparency and Governance Award. YRF was conferred with the Transparency Award from the Charity Council for the third time, with previous accolades received in 2018 and 2019.

MOU Signing Between Institute of Chartered Accountants in England and Wales and YRF

An MOU was signed between the Institute of Chartered Accountants in England and Wales (ICAEW) and YRF on 9 November 2023 with the aim of providing professional certification and career opportunities in the accountancy industry for the family members of inmates and ex-offenders in Singapore. Through the MOU, ICAEW and YRF are committed to sponsoring family members of inmates and ex-offenders to obtain professional certification in accountancy, which helps to kickstart their journey to become a Chartered Accountant.



MOU Signing Between Catholic Welfare Services and YRF

An MOU was signed between Catholic Welfare Services (CWS) and YRF on 5 March 2024. This marked the first collaboration between the two organisations, launching the CWS Emmanuel Second Chances Education – YRF Skills Training Assistance to Restart (CWS ESCE–YRF STAR) Bursary to provide financial support for ex-offenders in the community.

Yellow Ribbon Fund Charity Golf & Dinner 2024

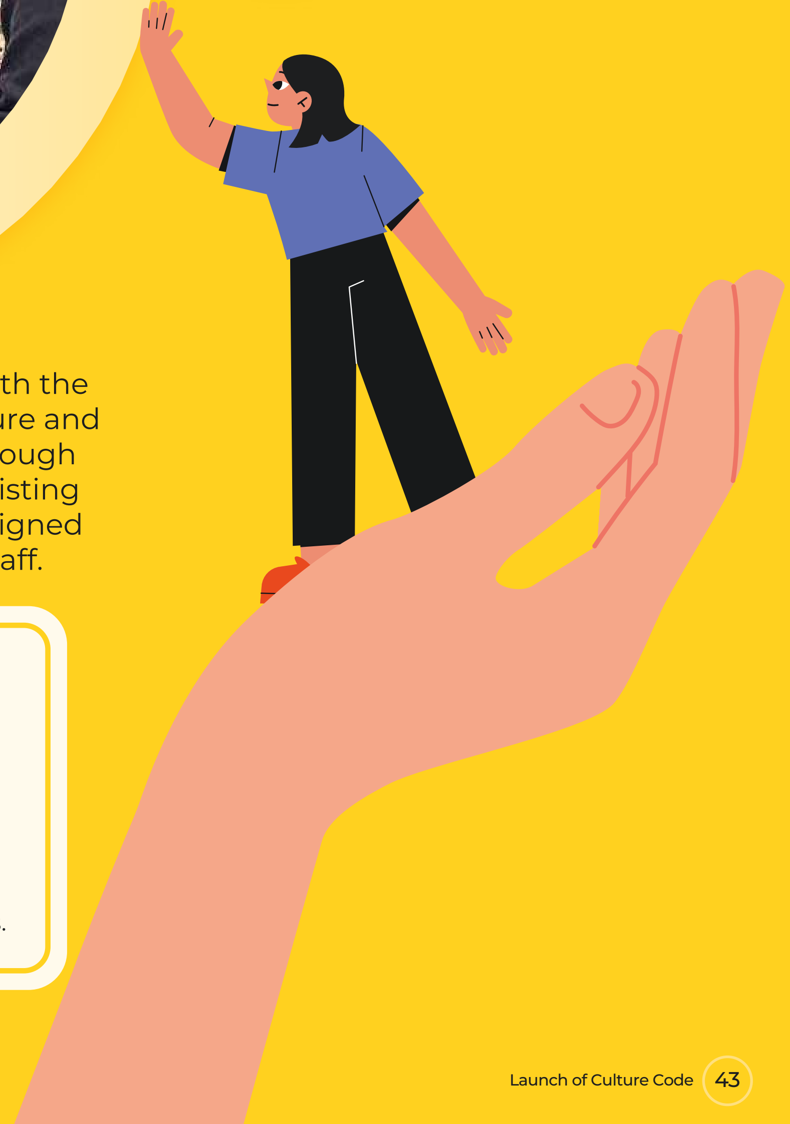
To commemorate YRF's 20th Anniversary, the YRF Charity Golf & Dinner was held on 20 March 2024 and raised a record $568,000. The event rallied a network of golfers and Yellow Ribbon advocates to raise funds to support the rehabilitation and reintegration efforts of inmates, ex-offenders and their families.

Our People

YRSG continued to ramp up efforts in culture building and staff engagement. With this aim, a series of culture building elements were introduced in YRSG.

Launch of Culture Code

YRSG's culture code was launched on 18 May 2023, with the aim of strengthening our desired organisational culture and outlining how every staff can embody this culture through their behaviours and actions. A set of collaterals, consisting of keyboard pads and post-it pads, were specially designed to ensure our culture code resonates daily with our staff.



YRSG's Culture Code:

High Trust
–
We foster an organisational culture rooted in trust and mutual respect.

Agile and Nimble
–
We embrace change, experimentation, and empower ourselves to overcome challenges with innovation for better outcomes.

Fun and Vibrant
–
We have a fun and vibrant workplace where people enjoy their work and connect with each other in meaningful ways.

Enhancing Teamwork through Emergenetics

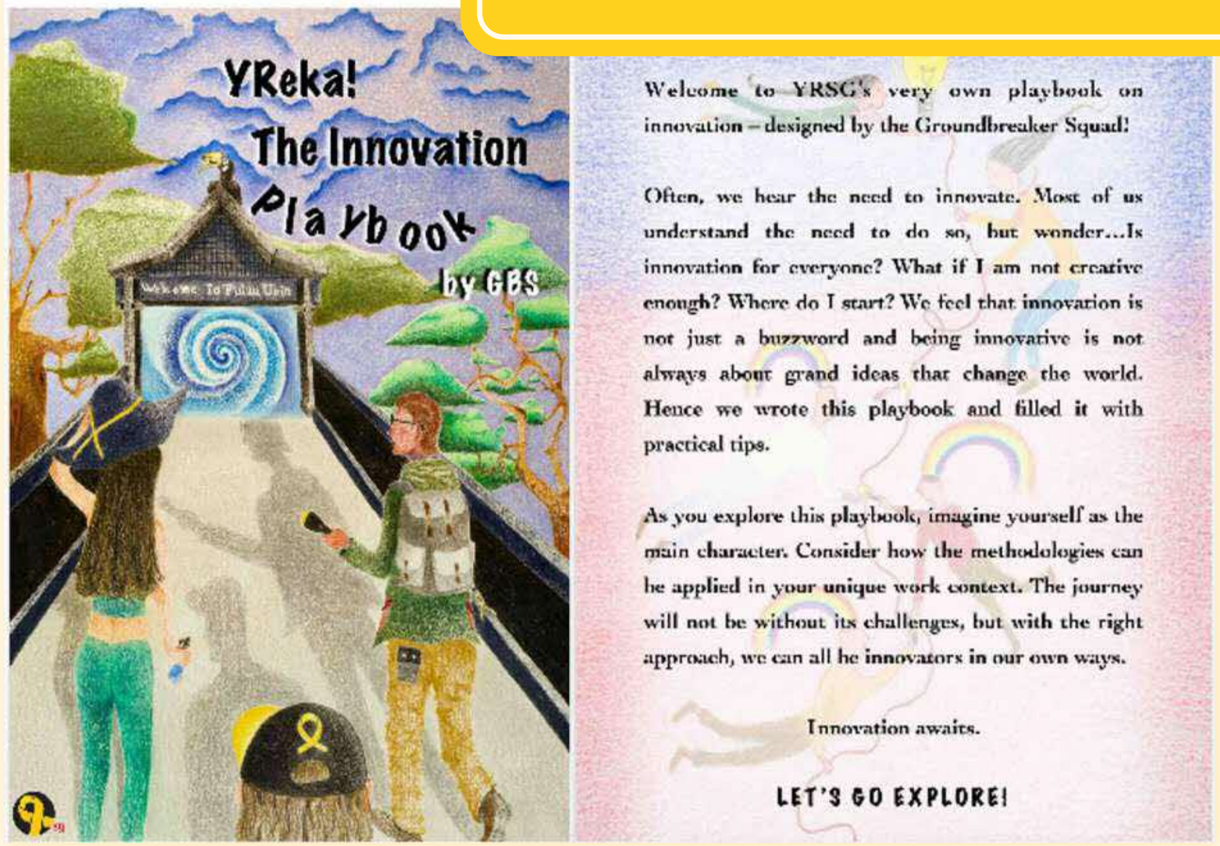
To foster a positive organisational culture, improve teamwork and raise self-awareness among staff, YRSG introduced Emergenetics, a profiling tool that unveils individuals' thinking and behavioural preferences. To strengthen its application, information on leveraging Emergenetics to enhance teamwork and workplace culture was shared with management and staff through various platforms.

YR Otterly Amazing Awards

An annual award was created to celebrate and recognise individuals and teams who embody our culture code in their day-to-day work.

Building a Culture of Innovation

The Groundbreaker Squad (GBS) was formed by staff who are passionate about championing innovation within the organisation. Since its formation, GBS has planned and organised various innovation activities within and beyond YRSG to encourage and celebrate innovation. This included the launch of YRSG's first Innovation Playbook, Yreka!. It is a toolkit that provides staff with the necessary tools, resources, and guidance to think creatively, generate new ideas and implement solutions in their daily work.



YReka!

The Innovation Playbook

by GBS

Welcome to YRSG's very own playbook on innovation – designed by the Groundbreaker Squad!

Often, we hear the need to innovate. Most of us understand the need to do so, but wonder...Is innovation for everyone? What if I am not creative enough? Where do I start? We feel that innovation is not just a buzzword and being innovative is not always about grand ideas that change the world. Hence we wrote this playbook and filled it with practical tips.

As you explore this playbook, imagine yourself as the main character. Consider how the methodologies can be applied in your unique work context. The journey will not be without its challenges, but with the right approach, we can all be innovators in our own ways.

Innovation awaits.

LET'S GO EXPLORE!

Enhancing People at Work

YRSG Designation Framework Review

YRSG reviewed and implemented a new designation framework with effect from 1 May 2023 to better reflect the professionalism and authority of our officers to enable them to more effectively represent YRSG and carry out their roles.

New Collective Agreement

YRSG signed a new Collective Agreement and Letter of Exchange with Amalgamated Union of Public Employees (AUPE) on 30 October 2023. This new Collective Agreement is effective for a period of three years, from 1 November 2023 to 31 October 2026.

Employer Branding and Recruitment Drive at Home Team Festival

As part of our employer branding and recruitment efforts, YRSG participated in the Home Team Career Fair at the Home Team Festival (HTF) from 24 to 26 November 2023. In total, HTF drew over 143,000 visitors.

Competency Driven Career Development for YRSG Staff

Staff are empowered to plan their career growth with guidance from their supervisors. YRSG provides diverse formal and informal learning opportunities at all levels to equip our staff with the necessary knowledge and skills for effective role performance.

Our Career Development Principles

- Cultivating Psychological Safety
- Learning is Ongoing
- Focus on the Journey
- Foster Holistic Wellbeing

Supporting YRSG Staff Development

Category	Executive	Middle Management	Senior Management
Personal/Leadership Development	Home Team Civilian Step-In / Foundation Programme	Home Team Civilian Step-Up Programme	Home Team Civilian Step-Beyond Programme
			Director's Developmental Experience (DDE)
	Home Team Leadership Programme	Home Team Advanced Leadership Programme	Home Team Senior Command & Staff Course
Skills / Competencies Development	Core & Functional Competency Trainings / Domain Specific Milestone Programmes		
	Learning / Sharing Platforms (e.g. HR Water Cooler, Influencers Gather, Huddle)		
	Cross Functional Committees (e.g. YRSG CARES, Workplace Safety & Health, Corporate Retreat & Advance, Ground Breakers Squad, YRSG Awards, etc.)		
	Special Taskforces / Working Groups / Gig work / Short-term Immersion Programme (STIP)		
	Study Trips / Learning Journeys / Conferences		
	Job Rotations (Horizontal / Vertical)		

Competency-based Development for Self and Team

YRSG officers are empowered to chart their career development in consultation with their supervisors. We equip our officers with essential knowledge and skills to carry out their role effectively through a comprehensive array of formal and informal learning initiatives as well as a holistic system of support, such as career guidance resources. These initiatives provide our officers with the means to identify and cultivate competencies that are vital for their proficiency, agility, digital prowess and future readiness.

Digital Upskilling Framework

As part of YRSG's Digital Transformation Masterplan, YRSG established a digital upskilling framework to equip staff with suitable digital skills and enhance our workforce's digital dexterity to use technology for better business outcomes.

Starting Salaries and Internship Allowances Review

YRSG conducted a review of the starting salaries and internship allowances to narrow benchmark gaps and keep YRSG's salaries and internship allowances competitive.

Staff Wellbeing Activities

YRSG Birthday Celebration

To mark YRSG's 47th birthday, staff gathered on 5 April 2023 to create YRSG's Book of Records. The event featured a range of challenges, such as 'biggest biceps', 'tallest staff', 'longest hair', and 'fastest cup stacking'. The event also showcased the creative and talented sides of the staff, with numerous videos and photos capturing heartfelt birthday wishes for #YRSG47bday.

Launch of S.W.A.G (Stuff We All Get)

S.W.A.G (Stuff We All Get) was launched on 5 April 2023. The SWAG box is an initiative to welcome new officers on their first day of work with YRSG's corporate collaterals such as lanyard, cardholder, jacket, etc.

National Day Celebration

The National Day celebration held on 8 August 2023 saw a sea of red and white, featuring a heartwarming "complete the lyrics" session where staff came together to sing their favourite national day songs. Adding a touch of culinary delight, Singapore flag-themed cupcakes were served as a delectable treat.

YRSG-YRI Staff Appreciation Night

YRSG-YRI Staff Appreciation Night was held on 6 October 2023 with the theme "Movie Night". It was a night filled with fun and laughter for 182 staff, providing them with a well-deserved opportunity to unwind and enjoy each other's company.

Office Parties

Office parties were organised as a gesture of staff appreciation and an opportunity for mingling among the different divisions in YRSG.

YRSG-YRI Family Day

The YRSG-YRI Family Day held on 16 September 2023 at Universal Studios Singapore saw an impressive turnout of 240 staff and their families. One of the highlights was a thrilling photo competition where staff had to take five photos with different themes. This engaging activity added an element of excitement and strengthened bonds among the participants.

Mental Wellness Day

A workshop on "Navigating Workplace Anxiety: Building Resilience for Success" was conducted on Mental Wellness Day on 11 October 2023.

Corporate Planning

Inaugural YRSG Board Retreat

The inaugural YRSG Board Retreat was held on 25 May 2023 at HomeTeamNS Bedok Reservoir, with the following objectives:

- Strengthen synergy between YRSG Board and management;
- Leverage experience and expertise of YRSG Board to maximise organisational impact; and
- Refine strategic direction to advance YRSG's growth and advocacy plans.

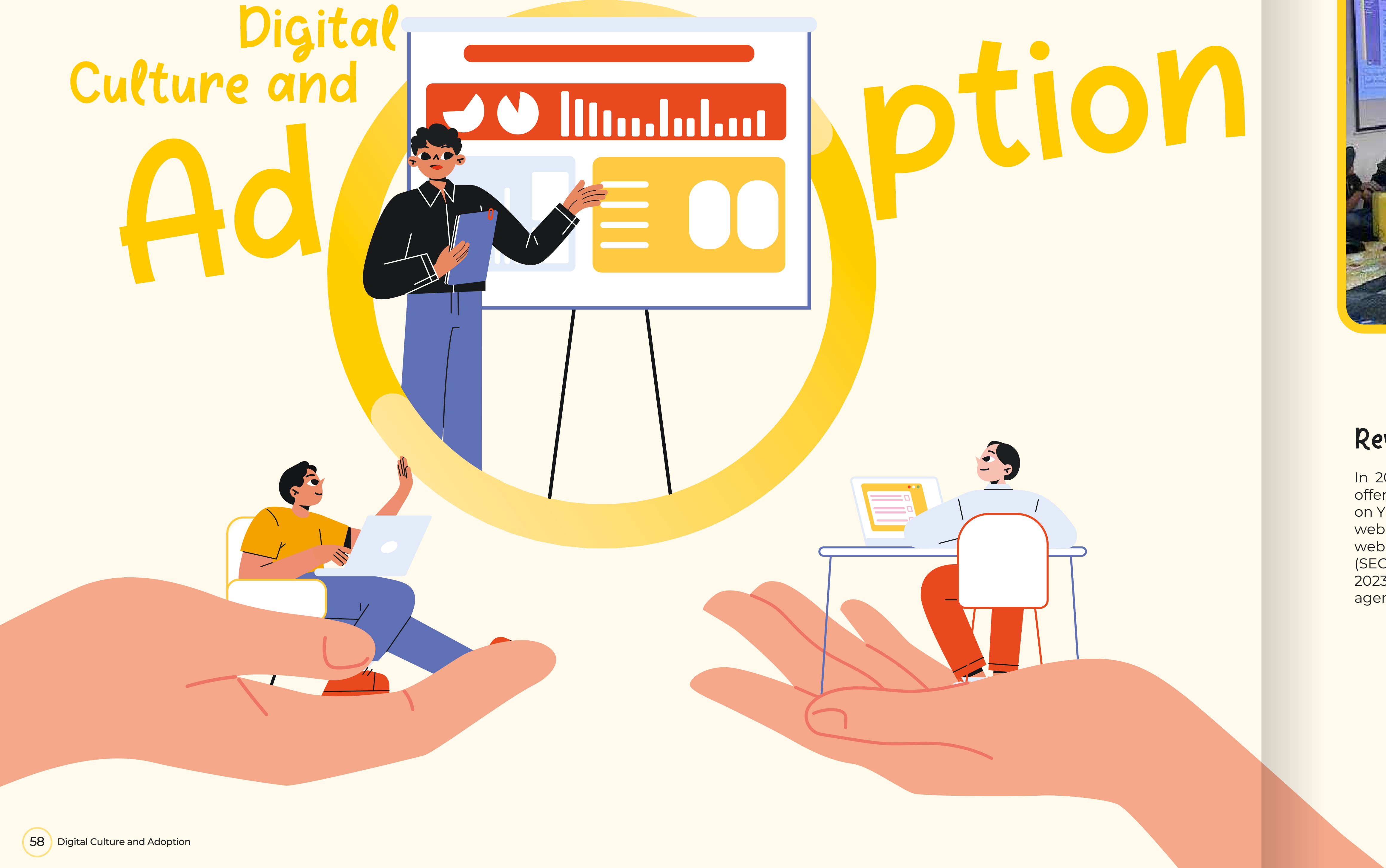
Focusing on YRSG's growth and advocacy efforts, Board members provided insights on strengthening the collaboration and coordination of Yellow Ribbon's ecosystem, and on harnessing the potential of ex-offenders.

Futures Huddle

As part of strengthening the long-term planning capability in YRSG, a Futures Huddle was held on 16 May 2023 comprising EXCO members and staff. Three strategic pathways were formulated and shared at the huddle.

- From Service Provider to Consultant and Systems' Integrator;
- From Befrienders to Changemakers; and
- From second chances to fresh start, new beginnings.

Digital Culture and Adoption

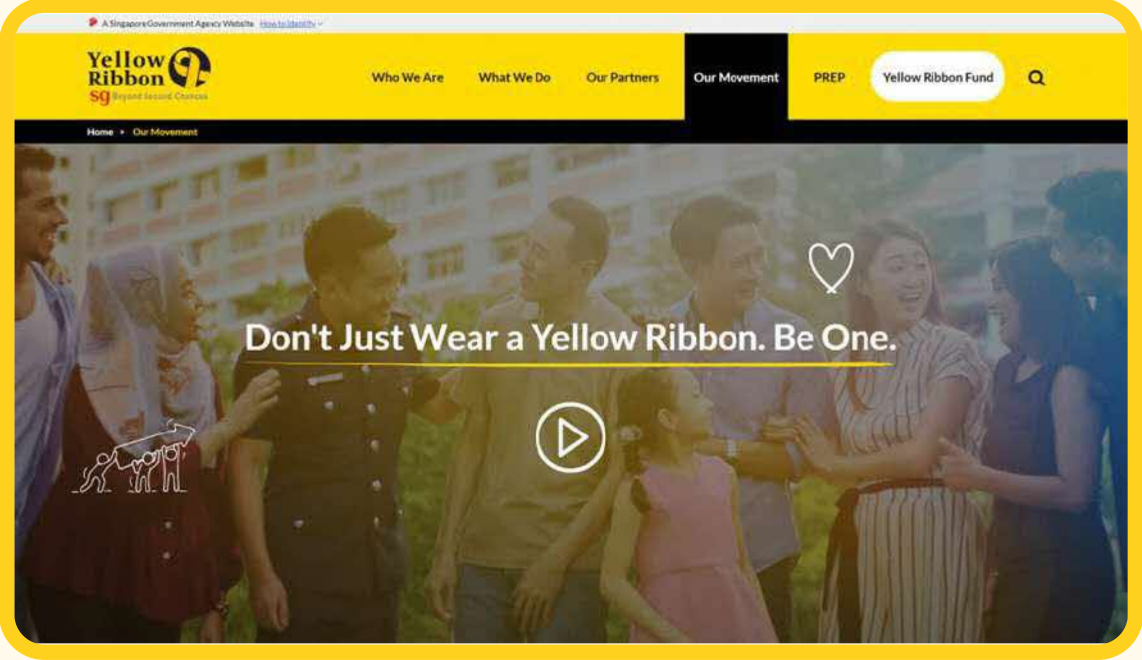


Implementation of Digital Tools and Sharing on Tech Trends

- In 2023, YRSG implemented a Corporate Dashboard using Tableau, as one of its main digital tools. The dashboard helps YRSG in Key Performance Indicators (KPI) reporting and the monitoring of key trends at a glance.
- Besides classroom training, deliberate efforts were made to increase awareness of tech tools and to foster a digital culture within YRSG. This included the introduction of dedicated sharings on digital trends and tools for YRSG senior management and staff across various platforms. In the upcoming year, YRSG aims to step up its communication efforts in digitalisation to encourage greater exploration and use of digital tools at work.

Revamped Corporate Website

In 2023, YRSG revamped its corporate website to offer a better user experience and more information on YRSG to all stakeholders. Featuring an enhanced web design and functionality, the revamped website won the Best Search Engine Optimisation (SEO) Award at the GovTech Digital Services Awards 2023 – an award that recognises government agencies with the highest SEO score.



Our Corporate Social Responsibility

YRSG and YRI rallied together and raised $18,000 for SUN-DAC. Our festive spirit shone through during the holiday season with YRSG's Reintegration Group putting up Christmas decorations and sponsoring assorted Christmas goodies for the Thomson Centre. Additionally, YRSG and YRI organised a Chinese New Year celebration for the staff and beneficiaries at the Bedok Centre in February 2024, spreading joy to the beneficiaries. YRSG's Corporate Development Group also brought the beneficiaries from the Chua Chu Kang Centre for a movie outing in March 2024, providing them with an enjoyable and memorable experience.

Environmental Sustainability Disclosure

Senior Management Statement

In July 2021, the public sector announced the launch of a new sustainability movement known as GreenGov.SG as the key enabler of Singapore's national sustainability agenda. The Whole-of-Government ("WOG") targets include improving Energy Utilisation Index by 10% by 2030 from the average of 2018-2020 levels, improving Water Efficiency Index by 10% by 2030, and reducing the amount of waste disposed by 30% from 2022. In addition to the above targets, the public sector made a further commitment to achieve net zero emissions around 2045.

At Yellow Ribbon Singapore (YRSG), we are committed to the targets set by GreenGov.SG. We recognise the importance of environmental sustainability and undertake to adopt green practices that contribute positively to the environment. Together with our subsidiary, Yellow Ribbon Industries Pte Ltd, we are already implementing initiatives to achieve environmental sustainability.

YRSG's leased office premises is Green Mark certified. Although the amount of waste generated by YRSG is at present not separately tracked, we have already stopped using bottled or packaged water for meetings and have also stopped procuring disposables as part of our ongoing efforts to reduce waste. In addition, we have gone digital in our work processes to reduce paper consumption and have discouraged the printing of hardcopy materials. Moving forward, we will be working with our landlord to start tracking the amount of waste that we generate.

Information on our sustainability performance and initiatives in FY2023 are outlined in this inaugural sustainability report. YRSG is committed to minimising our environmental footprint, and endeavours to improve our environmental sustainability performance to meet the targets. As such, we will regularly assess and report on our sustainability performance to ensure transparency and accountability.

Mr Sunny Lee
CEO

Sustainability Governance Structure

Minstry of Home Affairs (MHA) Headquarter

- Member of MHA GreenGov.SG Sustainability Forum chaired by Deputy Secretary (Development), Ministry of Home Affairs

Corporate Development Group

Executive Director
Ng Huey Ling
Concurrent Director, People

Corporate Services

Deputy Director, Admin
Puah Ping Hui

Corporate Services

Assistant Director, Admin
Jason Lim

- Member of MHA GreenGov.SG Working Commitee.
- Submits and amends Resource Management Plan that reports on YRSG's sustainability measures and any non-compliance with GreenGov.SG requirements. As of FY2023, YRSG did not have any non-compliance.
- Plans and organises learning journeys, sustainability workshops and other activities.

Electricity consumption

10% reduction in Energy Utilisation Index (EUI) by 2030, compared to average of 2018-2020 levels.

	FY2018-2020[1] (Baseline)	FY2021[2]	FY2022[3]	FY2023[4]
Electrical consumption (kWh)	140,423	163,156	163,235	174,897
EUI[5] (kWh/m^2)	181.9	172.3	181.5	194.4

[5] EUI is defined as the total electricity consumed in one year divided by the total gross floor area (GFA). EUI methodology is based on GreenGov.SG metrics.

In FY2023, the resumption of in-person work arrangements, events and corporate activities contributed to increased energy consumption, such as lighting, air-conditioning, and usage of office equipment. To minimise electricity consumption, we installed light motion detectors in the toilets and switched to the use of LED lightings in the office.

We will continue to educate and remind officers on energy conservation measures, such as switching off lights and other equipment when not in use. We will also use energy-efficient appliances recognised under the Energy Conservation (Energy Labelling and Minimum Performance Standards for Registrable Goods) Regulations. Through such efforts, we target to lower our electricity consumption over time.

Water consumption

10% reduction in Water Efficiency Index (WEI) by 2030, compared to average of 2018-2020 levels.

	FY2018-2020 (Baseline)	FY2021	FY2022	FY2023
Water consumption (m^3)	865	987	1,006	1,051
WEI[6] (L/person/day)	50.5	197.4	123.8	98.9

[6] WEI is defined as the water consumption per day divided by the total number of public officer headcount including visitors to the premises. WEI methodology is based on GreenGov.SG metrics.

Even though absolute water consumption did not increase by much, the increases in WEI from FY2021 can be attributed to the significantly reduced number of officers working in office during the COVID-19 pandemic, as well as the need for increased frequency and scope of office sanitisation measures to prevent the spread of COVID-19. To minimise unnecessary water usage, we have installed water fittings that bear the Water Efficiency Labelling and Standard (WELS) 3-ticks excellent rating in our pantry and toilets. These measures, coupled with resumption of in-person work arrangements, saw an improvement in the WEI for FY2023.

[1] Start of COVID-19 pandemic.
[2] COVID-19 pandemic period.
[3] Post COVID-19 pandemic period.
[4] Resumption of in-person work arrangement with flexi-work arrangement.

Greenhouse gas (GHG) emissions

Net zero emissions by 2045.

	FY2018-2020 (Baseline)	FY2021	FY2022	FY2023
Emissions[7] (kt CO_2e)	0.07	0.07	0.07	0.07

[7] GHG emissions is computed based on GreenGov.SG metrics.

As YRSG does not produce Scope 1 emissions (direct emissions from owned or controlled sources), we only incurred Scope 2 emissions (indirect emissions from the use of purchased electricity, heat and steam). This has consistently been at 0.07 kt CO_2e since FY2018.

Sustainability Efforts Within YRSG

YRSG encouraged our officers to adopt sustainable practices and participate in environmentally-friendly activities. Broadcasts on sustainable practices such as Earth Hour and World Water Day were disseminated within the organisation to educate and engage our staff on sustainable practices such as recycling drives and educational workshops on reducing carbon footprint. These include:

i. No bottled or packaged water for meetings organised by YRSG.

ii. Adopt the following Best Practice Guide as far as possible when organising an event / activity:

   a. Preferable to use a venue with a valid Green Mark Platinum rating or equivalent.

   b. Preferable to use a venue with Water Efficient Building (WEB) (Basic) Certification.

   c. Request for indoor air-conditioning temperature to be set at 25ºC or higher.

   d. Provide public transportation directions to the venue in event invitations. If venue is inaccessible by public transport, encourage guests to carpool and provide shuttle services to the nearest public transport hub.

April 2023

For example, we organised the Yellow Ribbon Fund STAR Bursary Day of Appreciation in April 2023 at the Tze Chi Humanistic Youth Centre with an emphasis on eco awareness. We consciously used e-invitations, an e-backdrop and e-thank you notes instead of printed versions. We also catered for a vegetarian menu and provided participants with reusable tote bags.

May 2023

In May 2023, YRSG officers and their family members participated in NEA's SG Clean Day – "Largest Clean-Up" event. This event served to encourage greater ownership of the cleanliness of public spaces and enhance realisation of how much littered trash could be generated.

June 2023

The Yellow Ribbon Culinary Competition, an event organised under the Yellow Ribbon Project, was held in June 2023 with plant-based protein as the main ingredient of the competition. This served to emphasise that there are sustainable and environmentally-friendly alternatives to meat. During the event, we deliberately used glass and metal plates instead of disposables.

August 2023

YRSG organised a learning journey to TuasOne Waste-to-Energy Plant in August 2023. YRSG officers and SPS colleagues who attended this learning journey learnt how Singapore deals with the huge amount of waste that the population generates daily.

June 2023

YRSG participated in the inaugural Singapore Prison Service (SPS) Sustainability Day 2023 organised in conjunction with World Environment Day on 5 June 2023. The aim of the event was to spread awareness of sustainable concepts and practices and included a talk on Sustainability.

September 2023

The annual Yellow Ribbon Prison Run was held in September 2023. The organising committee made sure that the running t-shirt and drawstring bag issued to the participants were made of sustainable materials.

We also partnered with the following companies to raise public awareness on sustainability during the event day:

1 Cloop – shoe recycling collection efforts at the race pack collection and actual event day.

2 Greenhaven – to educate members of the public on sustainability and ways to grow plants at home.

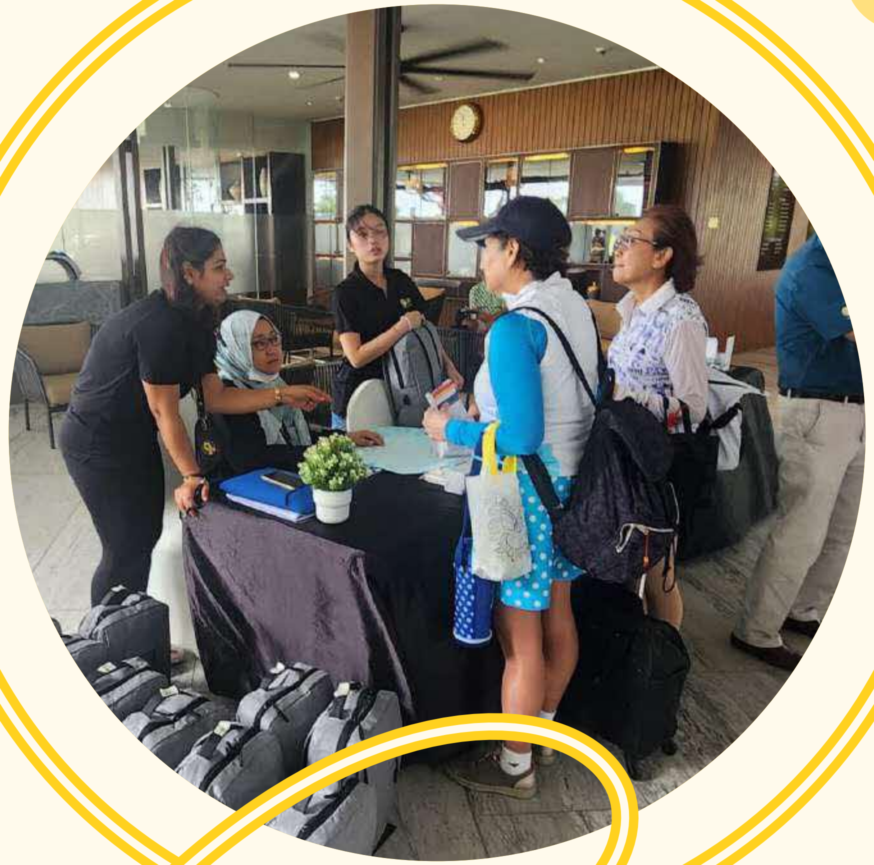
3 Good Burger Food Truck – to provide plant-based burgers to drive change for a sustainable future.

November 2023

In November 2023, YRSG participated in the Home Team Festival and consciously used reusable cutleries, tote bags and toiletries pouches as prizes for the claw machines at our booth.

March 2024

At the Yellow Ribbon Fund Charity Golf and Dinner 2024 in March 2024, we consciously used e-invitations, paperless registration, e-programme and auction booklets and e-thank you notes instead of printed materials. Reusable backpacks were also given to guests and disposable biodegradable bento boxes and cutleries were used for working staff's dinner.



YRSG will continue to cultivate green practices among our officers to achieve the green targets.

Organisation Excellence

YRSG has been ISO 45001:2018-certified since 21 August 2020. Concurrently, YRSG is also certified under bizSAFE STAR. The bizSAFE STAR is the highest level of accreditation in the bizSAFE journey and recognises organisations with a Workplace Safety and Health (WSH) Management System that identifies, manages and controls workplace risks or hazards in compliance with the WSH Act and international standards. In 2023, YRSG successfully renewed both certifications, which will be valid until 20 August 2026.

CERTIFICATION OF REGISTRATION
The Governing Board of
QAI Certification Pte Ltd
Hereby grants to:
YELLOW RIBBON SINGAPORE
Registration No. QAIC/SG/20064
(hereby called the registered company) the right to be listed in the Directory of Registered Companies in respect to the services listed below. These services shall be offered by the Registered Companies at or from only the address given below in accordance with the *Occupational Health and Safety Management System* in compliance with
ISO 45001: 2018

Address to which this certificate refers:
980, Upper Changi Road North, Singapore 507708

Approved Scope to which this certificate refers:
Provision of Rehabilitation and Aftercare Services to Inmates and Ex-offenders

Certificate Issue Date: 21st August 2023
Date of Initial Registration: 21st August 2020
Certificate Valid until: 20th August 2026
subject to adherence to the agreed on-going audit program, successful endorsement of certification following each audit and compliance with QAICPL regulations. This Certificate of Registration is granted subject to the Regulations approved by the Review Committee.

Certification Manager
Mr Iverson Sim

QAI Certification
QAI Certification Pte Ltd

Accredited Certification Body
SAC
OSH-2015-11

WSHCOUNCIL
Date of issue: 12/09/2023
bizSAFE STAR
CERTIFICATE
The Workplace Safety and Health Council
is pleased to certify that
YELLOW RIBBON SINGAPORE
has fulfilled the requirements to attain bizSAFE Level Star
This certificate is valid till 20/08/2026

Christopher Koh
General Manager
Workplace Safety and Health Council

Certificate No. E28754

Awards & Accolades 2023

External Awards

National Day Award

- The Public Administration Medal (Bronze):
  Paulin Chua Cheok Hwee
- The Commendation Medal:
  Wu Chenghui
- The Efficiency Medal:
  Siti Aishah Binte Wan Nussin
- The Long Service Medal:
  Oh Sy Woei Alan
  Amir Bin Abu Bakar

Minister For Home Affairs National Day Award (Individual)

- Waida Binte Jumaat

Long Service Award

5 Years
- Chan Li-En, Nicholas
- Chan Yu Jun, Grace
- Kelvin Lim Weihao
- Mohammad Asyraf Bin Abdul Aziz
- Png Kah Yee, Gladys
- Siti Aishah Binte Haron
- Swee Cuicai Angela
- Watt Yee Tung Julie
- Yeo Chuan Chye, Joseph

10 Years
- Alyshah Parveen D/O Kumar
- Choo Ru Yu Cheryl
- Chow Mun Ting Denise
- Chu Jie Sheng
- Lee Chor Teng Steven
- Lim Pheck Hwee Lina
- Nuristianah Binte Amran
- Puah Ping Hui
- Siti Aishah Binte Wan Nussin
- Toh Pee Kiong
- Xu Yingxia Nikole

15 Years
- J Raathiga
- Wu Chenghui
- Yam Chui Mei Rosanna

25 Years
- Amir Bin Abu Bakar
- Lee Ngee Chew Kenny

35 Years
- Arputhasamy Nathan

Retirement Award

- Teng Ah Lan

Special Appreciation Award

- Loo Guat Sim
- Najimunnisa Bte Shahabuddin
- Ong Chwee Seng
- Tan Lai Beng

MHA Star Service Award (Commendation)

The annual MHA Star Service Award recognises exemplary service excellence of Home Team officers and is the highest accolade for service excellence in the Home Team.
- Muhammad Hareez Bin Azmi

COVID-19 National Award

President's Certificate of Commendation (COVID-19)
- Yellow Ribbon Industries Pte Ltd

The COVID-19 Resilience Certificate (CRC)
Cluster COVID-19 Ops Team - Supported business operation facilities (workshops) in Changi Prison Complex that were affected during the Circuit Breaker and various safe management measures.
- Alvin Tan Aik Beng
- Dazhini Raja Naran
- Nur Izzati Binte Salleh

The COVID-19 Resilience Certificate (CRC)
COMC Frontline Ops and Management of COVID-19 at SPS Community Facilities - Ensuring livelihood security of releasing inmates amidst global pandemic.
- Chong Kok Loon Marc
- How Wen Kai Bryan
- Huzair Hyder s/o Abdul Rahman
- Nur Ashikin Binte Abd Karim
- Nur Hazirah Hoh Sau Mun
- Perpetua Kolandasamy
- Seow Li Teng Angeline
- Siti Aishah Binte Wan Nussin
- Syafiqah Binte Sudarmo
- Tan Irene
- Teng Jie Hui Paul
- Watt Yee Tung Julie

Internal Awards

HOPE Award

This YRSG pinnacle award recognises staff with outstanding performance and are exemplary in living out YRSG's HOPE values.
- Naseerah D/O Hajee Mohamed
- Siaw Yoke Har Jaz

Special Commendation Award

The quarterly Special Commendation Award recognises staff who exemplify the YRSG values.

April to July 2023
- Ashish Ben
- Lavanya Ganeson
- Noor Aieni Binte Tohari
- Nah Khim Cheng
- Ow Jing Teng
- Syafiqah Binte Sudarmo

August to November 2023
- Alvin Tan Aik Beng
- Lim Poon Chong Jason

December 2023 to March 2024
- Laura Teo Yisi
- Lin Xinyi Cherie
- Liaw Li Qing
- Nur Hazirah Hoh Sau Mun
- Swee Cuicai Angela

Extra Miles, Extra Smiles

This award recognises exemplary staff who have consistently demonstrated high standards of service excellence – through going beyond the scope of duty, showcasing citizen centricity, and dedication to service improvements.
- Sarika Nishaini D/O Manimaran

Out-of-Box Champion

This award recognises staff who have consistently championed innovative or efficient ways of working.
- Chan Li-En, Nicholas
- I Shu Hui (Yu Shuhui) Faith
- Joseph Lee Eng Hao

YRSG Challenge Shield

Hardy Engineers of Limitless Potential – United We Stand
- Chan Li-En, Nicholas
- Lee Bo Zhen Gabriel
- Rosanne Teo Jing Ying

Dugtrio
- Faezah Binte Radiman
- Saraswathy D/O Gunasegaren
- Siaw Yoke Har Jaz

Luminati
- Elizabeth Tan Ann Her
- Nah Khim Cheng
- Yuzil Binti Mohd Yusoff

The Incubators
- Gilbert Tan Lee Heng
- Lin Xinyi Cherie
- Ong Wen Wei, Marcus

Creative Catalysts
- Alyshah Parveen D/O Kumar
- Muhammad Ilyaas Bin Sulaiman
- Sng Yan Yee (Sun Yanyi), Grace

YRSG in the News

Total Media coverage:

855

Social Media coverage:	Mainstream Media coverage:
598	257

Revamp of Yellow Ribbon Bakery

The Yellow Ribbon Bakery at Institution A3 was set up in 2004. As part of asset renewal, the bakery team at Yellow Ribbon Industries reviewed the entire bakery operations and undertook the following in 2023:

a. Conducted a thorough inspection of the various equipment, which helped to determine the types of equipment that could be refurbished versus those that had to be replaced. This approach also ensured prudence in managing the revamp costs.

b. Automated certain sections of the bakery for better manpower efficiency. Before the revamp, the bakery used to require 150 inmates; after the revamp, only 80 inmates were needed to manage the production process.

c. Expanded confectionery production through partial automation with the use of encrusting machines.

d. Introduced the 'sponge and dough' technique in the bread loaves baking process. All bread loaves recipes were reviewed to facilitate the transition from straight dough to sponge dough baking technique. The inmate-bakers were also trained on industrial sponge dough techniques.

The revamp was completed in August 2023.

Yellow Ribbon Mooncakes 2023

The Yellow Ribbon Mooncakes packaging for 2023 won the Singapore Packaging Star Award 2023, organised by the Packaging Council of Singapore.

Art Therapy at the Selarang Halfway House

Did you know that you don't have to be good at art to participate in Art Therapy?

To provide a more holistic approach to recovery and rehabilitation, Art Therapy was introduced at the Selarang Halfway House (SHWH) as an alternative modality of therapy for residents. Art Therapy employs a different technique from traditional narrative therapy, using art as a medium for self-expression. This opens up opportunities for more effective modes of intervention for residents who struggle to convey their thoughts and feelings through words.

Art Therapy was introduced as a programme for residents at SHWH in October 2023. Initially, there were only a few participants. However, due to the positive feedback and overwhelming responses from the residents, we have since increased the number of sessions from once to thrice per month! Art Therapy is open to all residents and is conducted in groups of up to six to facilitate deeper conversations. The art therapist skilfully offers residents a safe place to share their diverse yet relatable experiences with each other, fostering a sense of solidarity among fellow residents on their recovery journey and enabling them to learn from each other. Through these sessions, Art Therapy allows residents to reflect and express themselves, develop a better sense of self, and aid them in reconciling their past, present and future.

"Art therapy helps me express myself and how I feel about myself or certain things in life. It helps me address my emotions and acknowledge things that I normally would not verbally. It also helps me to understand myself better. So far, we have touched on a few topics. It is also through sharing with each other about the meaning of our artworks that helps us learn from each other. All in all, we benefit from each other's experience in life."

– Resident A

"I love art. One of my ways to release stress is through art. It makes me feel relaxed while I'm doing something on a piece of paper."

– Resident B

"Art therapy is not about the outcome of the artwork; it doesn't matter whether you are good or not at doing art. It's about the thought process behind creating the artwork. The process helped me to reflect on my life. I find the class rather peaceful."

– Resident C

Annual Report 2023 Working Committee

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Angeline Soh
Head (Human Resources), Corporate Service
Yellow Ribbon Industries Pte Ltd

Financial Statements

Yellow Ribbon Singapore
(Established in Singapore. Unique Entity Number: T08GB0049F)
and its subsidiary

For the year ended 31 March 2024

Corporation information

Unique Entity number (UEN)	T08GB0049F
Registered office	980 Upper Changi Road North Singapore 507708
Board members	Phillip Tan Eng Seong (Chairman) Puah Kok Keong (Deputy Chairman) Shie Yong Lee (Member) Carlos Nicholas Fernandes (Member) David Toh Seng Hong (Member) Jason Leow Juan Thong (Member) Lim Teck Kiat (Member) Mable Chan (Member) Mayank Parekh (Member) Mohamed Fadzil Bin Mohamed Hamzah (Member) Shirley Wong Swee Ping (Member) Tham Loke Kheng (Member) Thomas Pek (Member) Wan Shung Ming (Member) Zhulkarnain Abdul Rahim (Member)
Bankers	DBS Bank Limited The Hongkong and Shanghai Banking Corporation Limited
Independent auditor	Foo Kon Tan LLP Public Accountants and Chartered Accountants 1 Raffles Place #04-61/62 One Raffles Place Tower 2 Singapore 048616

Yellow Ribbon Singapore and its subsidiary

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Yellow Ribbon Singapore and its subsidiary

Statement by the Board

for the financial year ended 31 March 2024

In our opinion,

(a) the accompanying consolidated financial statements of the Yellow Ribbon Singapore (the "Corporation") and its subsidiary (collectively known as the "Group"), which comprise the statements of financial position of the Group and the Corporation as at 31 March 2024, the statements of comprehensive income and statements of changes in equity of the Group and the Corporation, and consolidated statement of cash flows of the Group for the year then ended, together with the notes thereon, are drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the Public Sector (Governance) Act), the Singapore Corporation of Rehabilitative Enterprises Act 1975 (the "Act") and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the state of affairs of the Group and the Corporation as at 31 March 2024 and of the results, change in equity of the Group and the Corporation and cash flows of the Group for the year ended on that date;

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

(c) proper accounting and other records have been kept, including records of all assets of the Corporation whether purchased, donated or otherwise; and

(d) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the financial year have been in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Corporation.

The Board has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board

PHILLIP TAN ENG SEONG
Chairman

On behalf of the Board

DAVID TOH SENG HONG
Chairperson, Audit & Risk Management Committee

Dated: 15 August 2024

Independent Auditor's Report to the Board of Yellow Ribbon Singapore

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Yellow Ribbon Singapore (the "Corporation") and its subsidiary (the "Group"), which comprise the statements of financial position of the Group and the Corporation as at 31 March 2024, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group, and the statement of comprehensive income and statement of changes in equity for the Corporation for the year then ended, and material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position, statement of comprehensive income and statement of changes in equity of the Corporation are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018 (the "Public Sector (Governance) Act"), the Singapore Corporation of Rehabilitative Enterprises Act 1975 (the "Act") and Statutory Board Financial Reporting Standards ("SB-FRS") so as to present fairly, in all material respects, the financial position of the Group and the Corporation as at 31 March 2024 and the results and changes in equity of the Group and the Corporation and cash flows of the Group 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 Group 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 Annual Report and Statement by the Board but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this Auditor's Report.

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 identified above when it becomes available, 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. When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

Independent Auditor's Report to the Board of Yellow Ribbon Singapore (Cont'd)

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Public Sector (Governance) Act, the Act and SB-FRS, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its Act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Corporation'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 there is intention to wind up the Corporation or for the Corporation to cease operations.

Those charged with governance are responsible for overseeing the Corporation'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 Group's internal control.

- 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)

- 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 Group'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 Group 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Report on other legal and regulatory requirements

Opinion

In our opinion:

(a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Corporation during the financial year are, in all material respects, in accordance with provisions of the Public Sector (Governance) Act, the Act and the requirement of any other written law applicable to moneys of or managed by the Corporation; and

(b) proper accounting and other records have been kept, including records of all assets of the Corporation whether purchased, donated or otherwise.

Basis for Opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Corporation in accordance with the 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 on management's compliance.

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

The Corporation's management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirement of any other written law applicable to moneys of or managed by the Corporation. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Corporation.

Our compliance audit includes obtaining an understanding of the internal controls relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal controls. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

Foo Kon Tan LLP

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Foo Kon Tan LLP
Public Accountants and Chartered Accountants

Singapore, 15 August 2024

Statements of financial position as at 31 March 2024

	Note	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Assets					
Non-Current					
Property, plant and equipment	3	**16,049,587**	16,140,482	**7,520,904**	8,142,480
Right-of-use assets	4	**7,005,134**	6,875,979	**2,567,926**	1,849,775
Intangible assets	5	**127,936**	255,872	-	-
Investment in a subsidiary	6	-	-	**21,371,946**	20,789,813
		23,182,657	23,272,333	**31,460,776**	30,782,068
Current Assets					
Inventories	7	**671,851**	285,085	-	-
Investments held at amortised cost	8	**4,971,109**	-	-	-
Trade and other receivables	9	**19,064,875**	13,469,239	**9,569,507**	9,241,103
Grants receivables	10	**1,287,011**	13,742,107	**1,287,011**	13,742,107
Cash and bank balances	11	**38,553,737**	27,922,104	**29,005,317**	15,776,582
		64,548,583	55,418,535	**39,861,835**	38,759,792
Total assets		**87,731,240**	78,690,868	**71,322,611**	69,541,860
Equity and Liabilities					
Capital and Reserves					
Capital account	12	**1,662,262**	1,662,262	**1,662,262**	1,662,262
Accumulated surplus		**49,420,516**	48,233,894	**39,534,112**	39,534,112
Total equity		**51,082,778**	49,896,156	**41,196,374**	41,196,374
Non-Current Liabilities					
Deferred tax liabilities	13	**1,559,362**	1,674,631	-	-
Term loan	14	**3,990,765**	4,431,267	**3,990,765**	4,431,267
Lease liabilities	15	**2,087,281**	2,306,002	**1,967,835**	1,332,930
		7,637,408	8,411,900	**5,958,600**	5,764,197
Current Liabilities					
Grants received in advance	10	**10,903,295**	8,251,042	**10,903,295**	8,251,042
Term loan	14	**441,308**	413,659	**441,308**	413,659
Lease liabilities	15	**1,578,963**	1,686,647	**698,344**	627,163
Trade and other payables	16	**12,151,765**	9,370,486	**12,124,690**	13,289,425
Provisions	17	**3,935,723**	70,541	-	-
Tax payable		-	590,437	-	-
		29,011,054	20,382,812	**24,167,637**	22,581,289
Total liabilities		**36,648,462**	28,794,712	**30,126,237**	28,345,486
Total equity and liabilities		**87,731,240**	78,690,868	**71,322,611**	69,541,860
Net assets of the Yellow Ribbon Fund	18	**8,650,054**	7,847,372	**8,650,054**	7,847,372

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

Consolidated statement of comprehensive income for the financial year ended 31 March 2024

	Note	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Operating income	19	**55,118,969**	51,509,241	**3,584,181**	3,692,489
Other income	20	**1,020,577**	344,796	**818,743**	216,621
Expenses:					
- Depreciation of property, plant and equipment	3	**(2,157,092)**	(2,281,324)	**(899,180)**	(1,116,301)
- Depreciation of right-of-use assets	4	**(1,267,822)**	(1,257,087)	**(654,487)**	(641,263)
- Amortisation of intangible asset	5	**(127,936)**	(127,936)	-	-
- Distribution costs		**(1,330,270)**	(1,401,519)	-	-
- Finance costs	21	**(483,079)**	(446,884)	**(359,459)**	(323,033)
- General office expenses		**(5,070,614)**	(4,480,563)	**(3,873,628)**	(3,788,515)
- Inmate earnings		**(1,266,623)**	(1,400,392)	**(297,045)**	(327,930)
- Inmate training costs		**(2,986,139)**	(2,651,659)	**(2,960,347)**	(2,583,482)
- Maintenance of equipment and premises		**(2,664,301)**	(2,146,743)	**(81,302)**	(115,338)
- Manpower costs	22	**(28,793,432)**	(25,630,016)	**(12,300,538)**	(12,097,022)
- Material/production costs		**(21,125,165)**	(17,208,579)	-	-
- Utilities		**(3,491,509)**	(4,366,766)	-	(567)
- Others		**(5,548,505)**	(6,414,422)	**(4,190,856)**	(5,129,427)
Total expenses		**(76,312,487)**	(69,813,890)	**(25,616,842)**	(26,122,878)
Deficit before government grants		**(20,172,941)**	(17,959,853)	**(21,213,918)**	(22,213,768)
Government operating grants	10	**21,244,680**	22,450,348	**21,213,918**	22,213,768
Surplus before taxation		**1,071,739**	4,490,495	-	-
Taxation	23	**114,883**	(719,093)	-	-
Net surplus for the year, representing total comprehensive income for the year		**1,186,622**	3,771,402	-	-

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

Consolidated statement of changes in equity for the financial year ended 31 March 2024

	Capital account $	Accumulated surplus $	Total equity $
The Group			
At 1 April 2022	1,662,262	44,462,492	46,124,754
Total comprehensive income for the year	-	3,771,402	3,771,402
At 31 March 2023	1,662,262	48,233,894	49,896,156
Total comprehensive income for the year	-	**1,186,622**	**1,186,622**
At 31 March 2024	**1,662,262**	**49,420,516**	**51,082,778**
The Corporation			
At 1 April 2022	1,662,262	39,534,112	41,196,374
Total comprehensive income for the year	-	-	-
At 31 March 2023	1,662,262	39,534,112	41,196,374
Total comprehensive income for the year	-	-	-
At 31 March 2024	**1,662,262**	**39,534,112**	**41,196,374**

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

Consolidated statement of cash flows for the financial year ended 31 March 2024

The Group	Note	2024 $	2023 $
Cash Flows from Operating Activities			
Deficit before government grants		**(20,172,941)**	(17,959,853)
Adjustments for:			
Bad debts written off		-	4,596
Loss on disposal of property, plant and equipment		**14,609**	51,634
Depreciation of property, plant and equipment	3	**2,157,092**	2,281,324
Depreciation of right-of-use assets	4	**1,267,822**	1,257,087
Amortisation of intangible assets	5	**127,936**	127,936
Compensation receivable	9	**(1,200,000)**	
Provision (reversed)/made, net	17	**(8,818)**	9,883
Interest income	20	**(821,978)**	(230,265)
Finance costs	21	**483,079**	446,884
Operating deficit before working capital changes		**(18,153,199)**	(14,010,774)
Changes in trade and other receivables		**(317,608)**	(1,576,081)
Changes in inventories		**(386,766)**	88,199
Changes in trade and other payables		**2,781,279**	1,397,578
Cash flows used in operations		**(16,076,294)**	(14,101,078)
Tax (paid)/refunded		**(590,823)**	36,975
Government grants received, net	10	**36,352,029**	20,673,758
Net cash generated from operating activities		**19,684,912**	6,609,655
Cash Flows from Investing Activities			
Purchase of property, plant and equipment	3	**(2,080,806)**	(2,714,562)
Purchase of intangible assets	5	-	(185,172)
Interest income received		**554,591**	76,224
Proceeds from disposal of property, plant and equipment		-	4,000
Purchase of investments held at amortised cost		**(4,907,750)**	-
Changes in short-term deposits		**(2,000,000)**	-
Net cash used in investing activities		**(8,433,965)**	(2,819,510)
Cash Flows from Financing Activities			
Interest paid	Note A	**(483,079)**	(446,884)
Repayment of principal elements of lease liabilities	Note A	**(1,723,382)**	(1,705,444)
Repayment of term loan	Note A	**(412,853)**	(404,687)
Net cash used in financing activities		**(2,619,314)**	(2,557,015)
Net increase in cash and cash equivalents		**8,631,633**	1,233,130
Cash and cash equivalents at the beginning of year		**27,922,104**	26,688,974
Cash and cash equivalents at the end of year	11	**36,553,737**	27,922,104

Consolidated statement of cash flows (Cont'd) for the financial year ended 31 March 2024

Note A: Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	Term loan $ (Note 14)	Lease liabilities $ (Note 15)	Total $
At 1 April 2022	5,249,613	5,635,671	10,885,284
Cash flows:			
- Repayment of term loan	(404,687)	-	(404,687)
- Interest paid	(250,402)	(196,482)	(446,884)
- Repayment of lease liabilities	-	(1,705,444)	(1,705,444)
	(655,089)	(1,901,926)	(2,557,015)
Non-cash changes:			
- Interest expense (Note 21)	250,402	196,482	446,884
- New leases (Note 4)	-	62,422	62,422
	250,402	258,904	509,306
At 31 March 2023	4,844,926	3,992,649	8,837,575
Cash flows:			
- Repayment of term loan	**(412,853)**	-	**(412,853)**
- Interest paid	**(303,605)**	**(179,474)**	**(483,079)**
- Repayment of lease liabilities	-	**(1,723,382)**	**(1,723,382)**
	(716,458)	**(1,902,856)**	**(2,619,314)**
Non-cash changes:			
- Interest expense (Note 21)	**303,605**	**179,474**	**483,079**
- New leases, modifications and early termination/ end of leases (Note 4)	-	**1,396,977**	**1,396,977**
	303,605	**1,576,451**	**1,880,056**
At 31 March 2024	**4,432,073**	**3,666,244**	**8,098,317**

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

Notes to the financial statements for the financial year ended 31 March 2024

1 General information

Yellow Ribbon Singapore (the "Corporation") is a statutory board established under the Singapore Corporation of Rehabilitative Enterprises Act 1975. The address of its registered office is at 980 Upper Changi Road North, Singapore 507708.

The Corporation is under the purview of the Ministry of Home Affairs. As a statutory board, the Corporation is subject to the directions of the Minister for Home Affairs and is required to follow policies and instructions issued from time to time by the supervising ministry.

The principal activity of the Corporation is to rehabilitate and help reintegrate offenders to become responsible and contributing members of society.

The principal activities of the subsidiary is disclosed in Note 6 to the financial statements.

The financial statements of the Group and of the Corporation for the year ended 31 March 2024 were authorised for the issue in accordance with a resolution of the Board on the date of the Statement by Board.

2(a) Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Singapore Corporation of Rehabilitative Enterprises Act 1975 and Statutory Board Financial Reporting Standards ("SB-FRS"), including Interpretations of SB-FRS ("INT SB-FRS") and Guidance Notes, as promulgated by the Accountant-General. The Accountant-General is appointed as the legal authority to prescribe accounting standards for statutory boards under the Accounting Standards Act 2007 (No. 39 of 2007) which came into effect on 1 November 2007.

The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The accounting policies used by the Group and the Corporation have been applied consistently to all periods presented in the financial statements.

The financial statements are presented in Singapore dollars ("SGD") which is the Corporation's functional currency. All financial information is presented in Singapore dollars, unless otherwise stated.

The preparation of the financial statements in conformity with SB-FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

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 and in any future periods affected.

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

Significant accounting estimates and judgements

In the process of applying the Group's and the Corporation's accounting policies, management has made the following judgements, apart from those involving estimations, which has the most significant effect on the amounts recognised in the consolidated financial statements:

(a) *Significant judgement made in applying accounting policies*

(i) Determination of cash generating unit ("CGU") (Note 3)

Assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups thereof. A CGU is identified consistently from period to period for the same type of assets, unless a change is justified. The identification of CGUs requires significant judgement and can be one of the most difficult areas of impairment accounting. Other than identification of independent cash inflows, management also takes into account other factors such as revenue or asset separation, i.e. whether the streams of revenue derived from the groups of assets are independent of one another or whether assets that operated together to such an extent that they do not generate independent revenue streams. Management has identified the laundry-related assets located at the Loyang and Changi premises as a single CGU.

(ii) Control over the Yellow Ribbon Fund

The Yellow Ribbon Fund (the "Fund") was established by the Corporation in June 2004 and is managed by the Main Committee, comprising volunteers and ex-officio appointments from the Ministry of Home Affairs ("MHA"), Singapore Prison Service and the Corporation, appointed by the MHA.

In assessing whether the Corporation is acting as a custodian or agent but does not exercise control over the Fund, management has considered the following:

1. The Fund is held in trust and/or managed by the Corporation as an agent;
2. The Corporation does not bear/ enjoy majority of the risks and rewards incidental to the activities of the Fund;
3. The Fund can only be used for specified purposes determined by MHA; and
4. The Corporation does not have the right to decide how the residual amounts in the Fund are to be used after the closure of the Fund.

Accordingly, such Fund is not included in the primary statements of the Corporation. Instead, the net assets of the Fund are presented at the bottom of the statement of financial position with disclosures in the notes to the financial statements in accordance with SB-FRS Guidance Note 3 *Accounting and Disclosure for Trust Funds*. (See Note 18 for more details)

(b) *Key sources of estimation uncertainty*

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group and the Corporation based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future development, however, may change due to market changes or circumstances arising beyond the control of the Group and the Corporation. Such changes are reflected in the assumptions when they occur.

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

Significant accounting estimates and judgements (Cont'd)

(b) *Key sources of estimation uncertainty (Cont'd)*

(i) Depreciation of property, plant and equipment and right-of-use assets (Notes 3 and 4)

The costs of property, plant and equipment, right-of-use assets and intangible assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these property, plant and equipment, right-of-use assets and intangible assets to be ranging (a) from 3 years to 15 years, and (b) from 2 to 13.5 years, respectively. Management reviews annually the estimated useful lives of property, plant and equipment, right-of-use assets and intangible assets based on factors that include asset utilisation, internal technical evaluation, technological changes and anticipated use of the assets. It is possible that future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned.

A decrease/increase in the estimated useful lives of property, plant and equipment, and right-of-use assets by 1 year would increase/decrease the depreciation expense of the Group's property, plant and equipment, and right-of-use assets by $1.2 million (2023 - $1.0 million); and $1.4 million (2023 - $1.1 million), respectively.

(ii) Impairment of the Group's non-financial assets (Notes 3 and 4)

At the end of each reporting period, management assesses whether there are any indications of impairment for the Group's non-financial assets comprising property, plant and equipment and right-of-use assets. These non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable.

An impairment exists when the carrying value of an asset or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value-in-use. When value-in-use calculation is undertaken, management estimates the expected future cash flows from the asset of cash-generating unit by applying a suitable discount rate to calculate the present value of those cash flows. When fair value less costs to sell is used, it is determined by making reference to either a recent sale transaction or replacement cost method.

The carrying amount of the Group's non-financial assets are disclosed in Notes 3 and 4, respectively. As at the balance sheet date, management has identified indicators that the Group's laundry-related assets may be impaired. The recoverable amounts of the Group's laundry-related assets are determined using fair value less costs to sell. At the balance sheet date, a decrease of 10% in the fair value less costs to sell of the Group's laundry-related assets will reduce the Group's surplus for the year by $595,000 (2023 - $311,000).

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

Significant accounting estimates and judgements (Cont'd)

(b) *Key sources of estimation uncertainty (Cont'd)*

(iii) Accounting for provision for onerous contracts and compensation and accrued claim receivables (Notes 9 and 17)

During the financial year, a fire incident occurred in one of the laundry plants of the subsidiary which has disrupted the subsidiary's operations. The subsidiary has previously entered into non-cancellable contracts with certain customers which will be expiring in January 2025. As at the balance sheet date, external sub-contractors and/or additional contract staff costs amounting to approximately $1,200,000 have been incurred to fulfill the subsidiary's performance obligations in the laundry contracts entered with these customers.

As at 31 March 2024, the subsidiary's management recognised a provision for onerous contracts amounting to $3,874,000 in accordance with SB-FRS 37 - *Provisions, Contingent Liabilities and Contingent Assets*, determined based on the estimated aggregate incremental costs to fulfil these contracts due to the business disruption.

The subsidiary's management has an insurance policy that allows it to claim for (i) material damages to buildings located with its premises and (ii) business disruption, respectively. In respect of business disruption, management is entitled to claim for the loss of gross profit due to (a) reduction in turnover and (b) increase in costs of working (i.e. the additional expenditure necessarily and reasonably incurred for the sole purpose of avoiding or diminishing the reduction in turnover that would have taken place during the indemnity period in consequence of the damage caused.

Arising from this, the subsidiary's management has recorded (i) a claim receivable of $1,200,000 and has set-off the corresponding income against the actual incremental costs incurred under "other expenses – linen outsourcing costs" in the statement of comprehensive income; and (ii) an accrued claim receivable of $3,874,000 which represents the estimated aggregate incremental costs to be incurred in the next financial year to fulfil the performance obligations in the customer contracts due to the business disruption, respectively, in the statement of financial position as at 31 March 2024, on the basis that the subsidiary has an unconditional contractual right to receive compensation from the insurer as the subsidiary has an insurance contract under which it can make a claim for compensation and the loss event (i.e. fire) that creates a right for the subsidiary to assert a claim at the reporting date has occurred and the claim is not disputed by the insurer.

A 10% increase/decrease in (i) the estimated production quantities with the estimated piece rate held constant; or (ii) estimated piece-rate with the estimated production quantities held constant, respectively, will result in an increase/decrease to the accrued claim receivable/provision for onerous contracts of $0.4 million as at 31 March 2024.

2(b) Adoption of new and revised standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised SB-FRs, INT SB-FRS and SB-FRS Guidance Notes that are relevant to its operations and are effective for annual financial periods beginning on or after 1 April 2023.

The adoption of these standards did not have any material effect on the financial performance or position of the Group and the Corporation.

2(c) Standards issued but not yet effective

At the date of authorisation of these financial statements, the Group has not adopted the new and revised SB-FRS, INT SB-FRS and amendments to SB-FRS that have been issued but are not yet effective to them. Management anticipates that the adoption of these new and revised SB-FRS pronouncements in future periods will not have a material impact on the Group's financial statements in the period of their initial application, as discussed below.

2(d) Material accounting policy information

Consolidation

The consolidated financial statements comprise the financial statements of the Corporation and its subsidiary at the end of the reporting period. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Corporation. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases.

<u>Subsidiary</u>

A subsidiary is an investee that is controlled by the Corporation. The Corporation controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Thus, the Corporation controls an investee if, and only if, the Corporation has all of the following:

(i) power over the investee;
(ii) exposure, or rights or variable returns from its involvement with the investee; and
(iii) the ability to use its power over the investee to affect its returns

The Corporation reassesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

The Corporation considers all relevant facts and circumstances in assessing whether the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of the voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties; rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant authorities at the time that decisions need to be made including voting patterns at previous shareholders' meetings.

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

Consolidation (Cont'd)

<u>Subsidiary (Cont'd)</u>

<u>Loss of control</u>

When the Corporation loses control of a subsidiary, a gain or loss is recognised in the consolidated statement of comprehensive income and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interest. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Corporation had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable SB-FRSs).

The fair value of any investment retained in the former subsidiary at the date when the control is lost is regarded as the fair value on the initial recognition for subsequent accounting under SB-FRS 109 or the cost on initial recognition of an investment in an associate or a joint venture, when applicable.

Property, plant and equipment and depreciation

Property, plant and equipment are recognised at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold building	Over the remaining lease term of 13.5 years
Plant, equipment and machinery	3 - 15 years
Furniture, fixture and fittings	8 years
Renovation	10 years

Assets under construction are not depreciated.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits in excess of the standard of performance of the asset before that expenditure was made will flow to the Group and the Corporation and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

For acquisition and disposals during the financial period, depreciation is provided from the month of acquisition and to the month before disposal, respectively. Fully depreciated property, plant and equipment are retained in the books of accounts until they are no longer in use.

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

Property, plant and equipment and depreciation (Cont'd)

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

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date as a change in estimates.

Leases

The Group and the Corporation as lessees

The Group and the Corporation assess whether a contract is or contains a lease at inception of the contract. The Group and the Corporation recognise a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets.

For these leases, the Group and the Corporation recognise the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

(a) Lease 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 Group and the Corporation use the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

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

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

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group and the Corporation shall recognise those lease payments in the consolidated statement of comprehensive income in the periods that trigger those lease payments.

For all contracts that contain both lease and non-lease components, the Group and the Corporation have elected to not separate lease and non-lease components and account these as one single lease component. The lease liabilities are presented as a separate line item in the statement of financial position.

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

Leases (Cont'd)

The Group and the Corporation as lessees (Cont'd)

(a) Lease liabilities (Cont'd)

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

The Group and the Corporation remeasure the lease liability (with a corresponding adjustment to the related right-of-use asset or to the statement of comprehensive income if the carrying amount of the right-of-use asset has already been reduced to nil) whenever:

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

(b) Right-of-use assets

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

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

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

Leasehold land:	Over the remaining lease term of 13.5 years
Office premises:	Over the remaining lease term of 2.25 years
Plant and machinery:	Over the lease term of 3 to 5.5 years

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

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

Leases (Cont'd)

The Group and the Corporation as lessees (Cont'd)

(b) Right-of-use assets (Cont'd)

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

The Group and the Corporation apply SB-FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

The Group and the Corporation as lessors

When the Group and the Corporation act as a lessor, they determine at lease inception whether each lease is a finance or an operating lease.

To classify each lease, the Group and the Corporation make an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group and the Corporation consider certain indicators such as whether the lease is for the major part of the economic life of the asset.

At inception or on modification of a contract that contains a lease component, the Group and the Corporation allocate the consideration in the contract to each lease component on the basis of their relative stand-alone prices. If an arrangement contains lease and non-lease components, then the Group and the Corporation apply SB-FRS 115 to allocate the consideration in the contract.

The Group and the Corporation apply the derecognition and impairment requirements in SB-FRS 109 to the net investment in the lease. The Group and the Corporation further regularly review estimated unguaranteed residual values used in calculating the gross investment in the lease.

Intangible assets

Computer software

Computer software are initially recognised at cost. Such costs include the purchase price, net of any discounts and rebates, and other directly attributable cost at preparing the assets for their intended use. Subsequent to initial recognition, computer software is carried at cost less accumulated amortisation and impairment losses. These costs are amortised to the statement of comprehensive income using a straight-line method over the estimated useful lives of 3 years.

Computer software under implementation is not amortised.

Investment in a subsidiary

In the Corporation's separate financial statements, the investment in a subsidiary is carried at cost less accumulated impairment losses.

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

Impairment of non-financial assets

As at each reporting date, the Group and the Corporation review the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group and the Corporation estimate the recoverable amount of the cash-generating unit to which the asset belongs.

Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

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

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

Inventories

Linen inventories are valued at the lower of cost and net realisable value. Cost is determined on a weighted average basis and includes all costs in bringing the inventories to their present location and condition. Allowance is made, where necessary, for obsolete, slow-moving and defective inventories.

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

Financial instruments

Financial instruments carried on the statements of financial position include financial assets and financial liabilities. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. These are recognised on the Group's and the Corporation's statement of financial position when the Group and the Corporation become a party to the contractual provisions of the instrument. Disclosures of the Group's and the Corporation's financial risk management objectives and policies are provided in Note 25.

Financial assets and finance liabilities are offset and the net amount presented on the statement of financial position when, and only when, the Group and the Corporation currently has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

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

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), and fair value through profit or loss ("FVTPL").

The Group's and the Corporations' financial assets at amortised cost comprise trade and other receivables and cash and cash equivalents.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Corporation's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Corporation have applied the practical expedient, the Group and the Corporation initially measure a financial asset at its fair value plus, in the case of financial asset not at fair value through profit or loss, transaction costs.

Trade receivables are measured at the amount of consideration to which the Group and the Corporation expect to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); or
- Financial assets at FVTPL

Financial assets that are held for the collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of comprehensive income when the assets are derecognised or impaired, and through amortisation process.

The Group and the Corporation do not hold any financial assets at FVOCI or FVTPL.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in the statement of comprehensive income.

Impairment of financial assets

The Group and the Corporation assess on a forward-looking basis, the expected credit losses ("ECLs") associated with its debt instrument assets carried at amortised cost and FVOCI. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Corporation expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

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

Financial assets (Cont'd)

Impairment of financial assets (Cont'd)

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (12-month ECLs). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (lifetime ECLs).

For trade receivables, the Group and the Corporation measure the loss allowance at an amount equal to lifetime ECLs. Therefore, the Group and the Corporation do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at the end of each reporting period. The Group and the Corporation have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

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

The Group and the Corporation consider a financial asset to be in default when internal or external information indicates that the Group and the Corporation are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Corporation.

At the end of each reporting period, the Group and the Corporation assess whether financial assets carried at amortised cost are credit-impaired. A financial asset is "credit-impaired" when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or being more than 90 days past due;
- the restructuring of a loan or advance by the Group and the Corporation on terms that the Group and the Corporation would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of these assets. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand and fixed deposits and are subject to an insignificant risk of changes in value. For purpose of presentation in the statement of cash flows, cash and cash equivalents include cash at bank and deposits held with Accountant-General's Department.

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

Capital account

The Corporation's capital account represents capital injections by the Ministry of Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act 1959, in its capacity as a shareholder under the debt-equity framework for statutory boards implemented with effect from 1 September 2004. Under this framework, capital projects will be partially funded by the Ministry of Finance as equity injection and remaining through general funds of the Corporation.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group and the Corporation prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities. Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

Financial liabilities

The Group's and the Corporation's financial liabilities include borrowings, lease liabilities and trade and other payables.

Initial recognition and measurement

The Group and the Corporation determine the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at FVTPL, directly attributable transaction costs.

Borrowings to be settled within the Group's and the Corporation's normal operating cycle are considered as "current". Other borrowings due to be settled more than 12 months after the reporting date are included in "non-current" borrowings in the statement of financial position. Borrowings are recognised initially at fair value of proceeds received less attributable transaction costs, if any. Borrowings are subsequently stated at amortised cost which is the initial fair value less any principal repayments. Any difference between the proceeds (net of transaction costs) and the redemption value is taken to the statement of comprehensive income over the period of the borrowings using the effective interest method. The interest expense is chargeable on the amortised cost over the period of borrowing using the effective interest method.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVTPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of comprehensive income when the liabilities are derecognised, and through the amortisation process.

Derecognition

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

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

Provisions

Provisions are recognised when the Group and the Corporation have a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Management reviews the provisions annually and where in his opinion, the provision is inadequate or excessive, due adjustment is made.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. Where discounting is used, the increase in the provision due to the passage of the time is recognised as finance costs.

Onerous contracts

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting its obligations under the contract. A provision for onerous contracts is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract, which is determined based on the incremental costs of fulfilling the obligation under the contract and an allocation of other costs directly related to fulfilling the contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract.

Trust fund

Trust funds are set up to account for funds held in trust where Yellow Ribbon Fund is not the owner and beneficiary of the funds received from the Government and other organisations. The receipts and expenditure in respect of fund are taken directly to the funds accounts and the net assets relating to the funds are shown as a separate line item in the statement of financial position. Trust fund are accounted for on the accrual basis.

Yellow Ribbon Fund administers the funds on behalf of the holders of these funds. Upon dissolution of these funds, the remaining moneys in these funds shall be donated to an Institution of Public Character with similar objectives in Singapore which is or are registered under the Charities Act as the members of the Fund may determine.

Employee benefits

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group and the Corporation have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

Pension obligations

The Group and the Corporation contribute to the Central Provident Fund ("CPF"), a defined contribution plan regulated and managed by the Government of Singapore, which applies to the majority of the employees. The Group's and the Corporation's contributions to CPF are charged to the statement of comprehensive income in the year to which the contributions relate.

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

Employee benefits (Cont'd)

Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of the reporting year.

Revenue

Revenue is recognised when the Group and the Corporation satisfy a performance obligation by transferring a promised good or extending a service to the customer, which is when the customer obtains control of the good or derive benefits from the usage of the service. A performance obligation may be satisfied at a point in time or over time. If a performance obligation is satisfied over time, the revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that performance obligation. The amount of revenue recognised is the amount allocated to the satisfied performance obligation. Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties.

(a) Leasing income

The Group provides Industrial Space Leasing which includes (i) a fixed monthly management fee for the use of industrial space under the Private Partnership Scheme; (ii) utilisation fees arising from inmate services rendered to third parties; and (iii) utility charges. Revenue from management fee is recognised over time, whilst revenue from utilisation fees and utility charges are recognised upon the satisfaction of the performance obligations at a point in time.

(b) Business outsourcing

The Group provides labour intensive service to multinational corporations as well as small and medium enterprises.

The amount of revenue recognised is based on the transaction price. Revenue from business outsourcing is recognised upon the satisfaction of the performance obligation at the point of time.

(c) Rendering of services

The Group sells standard kitchen meals, bread and catering services, and provides laundry, dry cleaning services and other residential care services.

The transaction price is allocated to the services based on their relative standalone selling prices. Revenue from rendering of services is recognised upon the satisfaction of the performance obligation at the point of time.

(d) Halfway house management fee

Pursuant to the Memorandum of Understanding dated 2 June 2014, the Singapore Prison Service ("SPS") and the Corporation entered into an Implementation Agreement for the Group to manage and provide rehabilitative and aftercare services to the residents, residing at Selarang Halfway House before and after discharge from custody.

The management fee includes (i) a pre-agreed Furniture and Equipment Fee received annually; (ii) 92% Per Capita Fee and (iii) the remaining 8% Per Capita Fee annually, payable when the agreed key performance indicators are met.

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

Revenue (Cont'd)

(d) Halfway house management fee (Cont'd)

Management fee income on Furniture and Equipment Fee and the 92% Per Capita Fee are recognised over time, whilst the 8% Per Capita Fee is recognised upon the satisfaction of key performance indicators, i.e. at a point in time.

(e) Interest income

Interest income arising from bank deposits and investment securities are recognised on an accrual basis.

Government grants

Government grants received in advance are recognised on the Group's and the Corporation's statement of financial position upon receipt of the grant funds from the Government.

Grants from the Government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received, and the Group and the Corporation will comply with all attached conditions. Government grants are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

Government grants relating to assets are deducted against the carrying amount of the assets.

Related parties

The Corporation is established as a statutory board and is an entity related to the Government of Singapore. The Group's and the Corporation's related parties refer to Government-related entities including Ministries, Organs of State and other Statutory Boards. The Group and the Corporation apply the exemption in Paragraph 25 of SB-FRS 24 *Related Party Disclosures* such that required disclosures are limited to the following information to enable users of the Group's and the Corporation's financial statements to understand the effect of related party transactions on the financial statements:

(a) the nature and amount of each individually significant transaction with Ministries, Organs of State and other Statutory Boards; and

(b) for other transactions with Ministries, Organs of State and other Statutory Boards that are collectively but not individually significant, a qualitative or quantitative indication of their extent.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity. The directors and senior management officers are considered key management personnel.

Income taxes

The Corporation is a tax-exempted institution under the provisions of the Statutory Income Tax Act 1947. The subsidiary of the Corporation is subject to local income tax legislation.

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the end of reporting period.

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

Income taxes (Cont'd)

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

(i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the date of the financial position; and

(ii) based on the tax consequence that will follow from the manner in which the Group expects, at the end of reporting period, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in statement of comprehensive income, except to the extent that the tax arises from a business combination or a transaction which is recognised either in other comprehensive income or directly in equity.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority.

Conversion of foreign currencies

Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency translation differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the reporting date are recognised in the statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of comprehensive income within "other expenses". Foreign currency gains and losses are reported on a net basis as either other income or other operating expense depending on whether foreign currency movements are in a net gain or net loss position. Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

3 Property, plant, and equipment

The Group	Leasehold building $	Plant, equipment and machinery $	Furniture, fixtures and fittings $	Renovation $	Assets under construction $	Total $
Cost						
At 1 April 2022	11,839,600	11,470,564	604,321	4,637,537	-	28,552,022
Additions	-	1,110,039	-	-	1,604,523	2,714,562
Disposal/written off	-	(874,382)	(10,666)	-	-	(885,048)
At 31 March 2023	11,839,600	11,706,221	593,655	4,637,537	1,604,523	30,381,536
Additions	-	**648,798**	**16,700**	**342,596**	**1,072,712**	**2,080,806**
Transfer	-	**1,604,523**	-	-	**(1,604,523)**	-
Disposal/written off	-	**(1,080,517)**	**(11,568)**	**(19,237)**	-	**(1,111,322)**
At 31 March 2024	**11,839,600**	**12,879,025**	**598,787**	**4,960,896**	**1,072,712**	**31,351,020**
Accumulated depreciation						
At 1 April 2022	4,248,889	5,696,617	319,367	2,524,271	-	12,789,144
Depreciation for the year	572,884	1,181,173	63,512	463,755	-	2,281,324
Disposal/written off	-	(820,970)	(8,444)	-	-	(829,414)
At 31 March 2023	4,821,773	6,056,820	374,435	2,988,026	-	14,241,054
Depreciation for the year	**572,884**	**1,044,247**	**63,855**	**476,106**	-	**2,157,092**
Disposal/written off	-	**(1,072,641)**	**(11,568)**	**(12,504)**	-	**(1,096,713)**
At 31 March 2024	**5,394,657**	**6,028,426**	**426,722**	**3,451,628**	-	**15,301,433**
Carrying amount						
At 31 March 2024	**6,444,943**	**6,850,599**	**172,065**	**1,509,268**	**1,072,712**	**16,049,587**
At 31 March 2023	7,017,827	5,649,401	219,220	1,649,511	1,604,523	16,140,482

3 Property, plant, and equipment (Cont'd)

The Corporation	Leasehold building	Plant, equipment and machinery	Furniture, fixtures and fittings	Assets under construction	Total
	$	$	$	$	$
Cost					
At 1 April 2022	11,839,600	3,182,555	392,590	-	15,414,745
Additions	-	749,639	-	-	749,639
Disposal/written-off	-	(784,772)	(10,666)	-	(795,438)
At 31 March 2023	11,839,600	3,147,422	381,924	-	15,368,946
Additions	-	**88,237**	-	**771,500**	**859,737**
Transferred to subsidiary	-	**(749,638)**	-	-	**(749,638)**
Disposal/written-off	-	**(1,064,978)**	**(11,568)**	-	**(1,076,546)**
At 31 March 2024	**11,839,600**	**1,421,043**	**370,356**	**771,500**	**14,402,499**
Accumulated depreciation					
At 1 April 2022	4,248,889	2,452,799	187,743	-	6,889,431
Depreciation for the year	572,884	500,010	43,407	-	1,116,301
Disposal/written-off	-	(770,822)	(8,444)	-	(779,266)
At 31 March 2023	4,821,773	2,181,987	222,706	-	7,226,466
Depreciation for the year	**572,884**	**284,111**	**42,185**	-	**899,180**
Transferred to subsidiary	-	**(167,505)**	-	-	**(167,505)**
Disposal/written-off	-	**(1,064,978)**	**(11,568)**	-	**(1,076,546)**
At 31 March 2024	**5,394,657**	**1,233,615**	**253,323**	-	**6,881,595**
Carrying amount					
At 31 March 2024	**6,444,943**	**187,428**	**117,033**	**771,500**	**7,520,904**
At 31 March 2023	7,017,827	965,435	159,218	-	8,142,480

In the current financial year, the Corporation transferred certain kitchen equipment with a carrying amount of $582,133 to its subsidiary via a capital injection (see Note 6). Assets under construction relate to the installation of bakery equipment of the subsidiary and logistics training facility of the Corporation as at the reporting date.

The Group's and the Corporation's leasehold building with a carrying amount of $6,444,943 (2023 - $7,017,827) is mortgaged to a financial institution to secure the Group's and the Corporation's term loan as disclosed in Note 14 to the financial statements.

4 Right-of-use assets

The Group	Leasehold land	Office premises and other equipment	Plant and equipment	Total
	$	$	$	$
Cost				
At 1 April 2022	1,779,486	2,696,636	8,750,451	13,226,573
New leases	-	62,422	-	62,422
At 31 March 2023	1,779,486	2,759,058	8,750,451	13,288,995
New leases	-	**1,484,035**	-	**1,484,035**
Lease modification	**(83,122)**	-	-	**(83,122)**
Early termination/ end of lease	-	**(45,739)**	**(6,500)**	**(52,239)**
At 31 March 2024	**1,696,364**	**4,197,354**	**8,743,951**	**14,637,669**

4 Right-of-use assets (Cont'd)

The Group	Leasehold building	Office premises and other equipment	Plant and equipment	Total
	$	$	$	$
Accumulated depreciation				
At 1 April 2022	315,117	1,682,828	3,157,984	5,155,929
Depreciation for the year	111,218	554,392	591,477	1,257,087
At 31 March 2023	426,335	2,237,220	3,749,461	6,413,016
Depreciation for the year	**105,446**	**571,079**	**591,297**	**1,267,822**
Early termination/ end of lease	-	**(45,235)**	**(3,068)**	**(48,303)**
At 31 March 2024	**531,781**	**2,763,064**	**4,337,690**	**7,632,535**
Carrying amount				
At 31 March 2024	**1,164,583**	**1,434,290**	**4,406,261**	**7,005,134**
At 31 March 2023	1,353,151	521,838	5,000,990	6,875,979

The Corporation	Leasehold land	Office premises	Total
	$	$	$
Cost			
At 1 April 2022	1,779,486	2,596,694	4,376,180
New leases	-	34,892	34,892
At 31 March 2023	1,779,486	2,631,586	4,411,072
New leases	-	**1,455,760**	**1,455,760**
Lease modification	**(83,122)**	-	**(83,122)**
At 31 March 2024	**1,696,364**	**4,087,346**	**5,783,710**
Accumulated depreciation			
At 1 April 2022	315,117	1,604,917	1,920,034
Depreciation for the year	111,218	530,045	641,263
At 31 March 2023	426,335	2,134,962	2,561,297
Depreciation for the year	**105,446**	**549,041**	**654,487**
At 31 March 2024	**531,781**	**2,684,003**	**3,215,784**
Carrying amount			
At 31 March 2024	**1,164,583**	**1,403,343**	**2,567,926**
At 31 March 2023	1,353,151	496,624	1,849,775

The right-of-use assets are secured against lease liabilities (refer to Note 15).

Assets under hire purchase agreements
As at 31 March 2024, the Group leases plant and equipment with a carrying amount of $4.4 million (2023 - $5.0 million) under a number of hire purchase agreements.

The consolidated statement of comprehensive income shows the following amounts relating to leases:

The Group	2024	2023
	$	$
Interest expense on lease liabilities (Note 21)	**179,474**	196,482
Rental expense of plant and equipment on short-term leases (Note 15)	**89,676**	144,298

5 Intangible assets

The Group	Software $	Software unde implementation $	Total $
Cost			
At 1 April 2022	-	198,636	198,636
Additions	185,172	-	185,172
Transfers	198,636	(198,636)	-
At 31 March 2023 and 2024	**383,808**	-	**383,808**
Accumulated depreciation			
At 1 April 2022	-	-	-
Depreciation for the year	127,936	-	127,936
At 31 March 2023	**127,936**	-	**127,936**
Depreciation for the year	**127,936**	-	**127,936**
At 31 March 2024	**255,872**	-	**255,872**
Carrying amount			
At 31 March 2024	**127,936**	-	**127,936**
At 31 March 2023	255,872	-	255,872

6 Investment in a subsidiary

On 28 March 2024, 582,133 new ordinary shares in the subsidiary were issued to the Corporation for the capital injection/transfer of plant and machinery with a carrying amount of $582,133 (Note 3).

The Corporation	$
Unquoted equity shares, at cost:	
At 1 April 2022 and 31 March 2023	20,789,813
Issuance of shares in subsidiary	**582,133**
At 31 March 2024	**21,371,946**

Details of the subsidiary are as follows:

Name of subsidiary	Country of incorporation/ principal place of business	Proportion of ownership interest		Principal activities
		31 March 2024	31 March 2023	
Yellow Ribbon Industries Pte. Ltd. [1]	Singapore	**100%**	100%	Laundry and dry cleaning services except self-operated laundries and residential care services for ex-offenders, cooked food, manufacturing of bakery products and management of a halfway house.

[1] Audited by Foo Kon Tan LLP

7 Inventories

Changes in inventories recognised in cost of sales in the statement of comprehensive income amounted to $569,000 (2023 - $879,000).

The Group	**2024 $**	2023 $
Finished goods, at cost	**671,851**	285,085

8 Investments held at amortised cost

During the financial year, the Group placed $5 million in Singapore Government Treasury Bills which mature in May 2024. The cut-off yield is 3.71% per annum.

9 Trade and other receivables

	The Group		The Corporation	
	2024 $	2023 $	**2024 $**	2023 $
Trade receivables	**7,819,296**	9,342,134	**5,275,702**	6,941,860
Amount due from subsidiary (trade)	-	-	**233,944**	599,840
Accrued receivables	**4,083,320**	2,434,807	**2,639,369**	1,182,969
	11,902,616	11,776,941	**8,149,015**	8,724,669
Interest receivable	**383,331**	179,303	**352,224**	179,303
Compensation receivable	**1,200,000**	-	-	-
Accrued claim receivable	**3,874,000**	-	-	-
Other recoverable	**177,611**	524,127	**422,950**	-
Refundable deposits	**737,660**	210,190	**33,120**	33,120
Financial assets at amortised cost	**18,275,218**	12,690,561	**8,957,309**	8,937,092
Prepayments	**789,657**	778,678	**612,198**	304,011
	19,064,875	13,469,239	**9,569,507**	9,241,103

Trade receivables are unsecured, non-interest bearing and are generally on 30 to 60 days' terms (2023 - 30 to 60 days).

As at 31 March 2024, the Group has an insurance contract under which it can make a claim for compensation in respect of a fire incident that took place in February 2024 that creates a right for the Group to assert a claim at the reporting date and the claim is not disputed by the insurer. The compensation receivable of $1,200,000 represents the expected recovery of the incremental costs incurred during the financial year which is set-off against "other expenses – linen outsourcing costs" in the statement of comprehensive income. The accrued claim receivable of $3,874,000 represents the projected incremental costs to be incurred in the next financial year to fulfil the performance obligations as set out in the contracts entered with the customers. A corresponding provision for onerous contracts of $3,874,000 is recorded in the balance sheet as at 31 March 2024 (refer to Note 17).

Trade and other receivables are denominated in Singapore Dollars.

The Group's and the Corporation's exposure to credit risk is disclosed in Note 25 to the financial statements.

10 Grants receivable/ (Grants received in advance)

	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
At beginning of year	**5,491,065**	3,714,475	**5,491,065**	3,714,475
Unutilised grants returned in respect of previous financial years	**85,367**	732,350	**85,367**	732,350
Grants received in respect of the previous financial year	**(13,396,578)**	(4,592,885)	**(13,396,578)**	(4,592,885)
Grants received in respect of the current financial year	**(23,040,818)**	(16,813,223)	**(23,010,056)**	(16,576,643)
Government grants received, net	**(36,352,029)**	(20,673,758)	**(36,321,267)**	(20,437,178)
Government grants recognised as income in the statement of comprehensive income	**21,244,680**	22,450,348	**21,213,918**	22,213,768
At end of year	**(9,616,284)**	5,491,065	**(9,616,284)**	5,491,065
Comprises:				
Grants receivables	**1,287,011**	13,742,107	**1,287,011**	13,742,107
Grants received in advance	**(10,903,295)**	(8,251,042)	**(10,903,295)**	(8,251,042)
	(9,616,284)	5,491,065	**(9,616,284)**	5,491,065

11 Cash and bank balances

At the reporting date, the carrying amounts of cash and cash equivalents are denominated in Singapore Dollars.

Cash maintained with the AGD are centrally managed under the Centralised Liquidity Management Framework based on the directive set out in the Accountant-General's Circular's No. 4/2009. These are short-term deposits earning interest ranging from 2.62% to 3.65% (2023 - 0.49% to 2.85%) per annum.

As at 31 March 2024, the Group's short-term deposits are placed with a financial institution for a 6-months tenure and bear interest at 3.45% per annum.

	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Cash maintained with the Accountant-General's Department ("AGD")	**29,005,317**	15,776,582	**29,005,317**	15,776,582
Cash at Bank	**7,548,420**	12,145,522	-	-
Short-term deposits	**2,000,000**	-	-	-
	38,553,737	27,922,104	**29,005,317**	15,776,582
Less: Short-term deposits	**(2,000,000)**	-		
Cash and cash equivalents in the statement of cash flows	**36,553,737**	**27,922,104**		

12 Capital account

The Group and The Corporation	2024 $	2023 $
Value of assets taken over from former Prison Industries	**1,443,262**	1,443,262
Capital grants from Singapore Government	**218,000**	218,000
Capital injection from Ministry of Finance	**1,000**	1,000
	1,662,262	1,662,262

12 Capital account (Cont'd)

At the balance sheet date, the Corporation's share capital comprises fully paid-up 1,000 ordinary shares. The shares represent the capital injections by the Ministry of Finance, a body corporate incorporated by the Minister for Finance (Incorporation) Act 1959, in its capacity as a shareholder under the debt-equity framework for statutory boards implemented with effect from 1 September 2004. Under this framework, capital projects will be partially funded by the Ministry of Finance as equity injection and remaining through general funds of the Corporation.

Dividends

The Ministry of Finance is entitled to receive dividends annually, computed based on the cost of equity applied to the Corporation's equity base and it is capped at the statutory board's annual accounting surplus.

13 Deferred tax liabilities

Deferred tax assets are recognised for unutilised tax losses and unutilised deductible temporary differences carried forward to the extent that realisation of the related tax benefits through future taxable profits is probable.

At the reporting date, deferred tax liabilities arose from timing differences between the subsidiary's accounting and tax bases on qualifying plant and equipment and right-of-use assets acquired under hire purchase agreements.

Tax losses of the subsidiary may be carried forward indefinitely subject to the conditions imposed by law including the retention of majority shareholders as defined.

The movement in liabilities are as follows:

The Group	$
At 1 April 2022	1,509,000
Charged to the statement of comprehensive income (Note 23)	165,631
At 31 March 2023	1,674,631
Reversed to the statement of comprehensive income (Note 23)	**(115,269)**
At 31 March 2024	**1,559,362**

14 Term loan

The Singapore dollars denominated term loan is secured by a legal mortgage over the Group's and the Corporation's leasehold building with net carrying value of $6,444,943 (2023 - $7,017,827) (Note 3).

The Group and The Corporation	2024 $	2023 $
Within one year	**441,308**	413,659
Later than one year but not later than five years	**2,081,249**	1,950,852
Later than five years	**1,909,516**	2,480,415
	3,990,765	4,431,267
	4,432,073	4,844,926

14 Term loan (Cont'd)

The details of the term loan are as follows:

Term loan	Principal sum $	Effective interest rate % p.a.	Repayment terms
Term loan	6,574,712	3.25% p.a. below the prevailing Enterprise Base Rate for the first year 3.15% p.a. below the prevailing Enterprise Base Rate for the second year 2% p.a. below the prevailing Enterprise Base Rate for the third year 1.4% p.a. below the prevailing Enterprise Base Rate thereafter	Monthly instalment shall be computed based on the principal loan outstanding and remaining loan period as at the date of conversion and is subject to variation in accordance with the interest rate.

15 Lease liabilities

	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Undiscounted lease payments due:				
Due not later than one year	**1,764,128**	1,862,749	**803,852**	679,864
Due later than one year but not later than five years	**1,408,964**	1,654,982	**1,252,420**	567,095
Due later than five years	**1,036,527**	1,016,045	**1,036,527**	1,016,045
	4,209,619	4,533,776	**3,092,799**	2,263,004
Less: Unearned interest cost	**(543,375)**	(541,127)	**(426,620)**	(302,911)
Present value of minimum lease payments	**3,666,244**	3,992,649	**2,666,179**	1,960,093
Presented as:				
Non-current	**2,087,281**	2,306,002	**1,967,835**	1,332,930
Current	**1,578,963**	1,686,647	**698,344**	627,163
	3,666,244	3,992,649	**2,666,179**	1,960,093

Interest expense on lease liabilities amounting to $179,474 (2023 - $196,482) (refer to Note 21). Total cashflows for all leases in the current financial year amounting to $1,992,532 (2023 - $2,046,224), including short-term leases of $89,676 (2023 - $144,298) (refer to Note 4).

The lease liabilities are secured by the Group's and the Corporation's title to right-of-use assets (Note 4).

Lease liabilities are denominated in Singapore Dollars.

16 Trade and other payables

	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Trade payables	**5,688,580**	3,197,785	**859,783**	637,075
Amounts due to a subsidiary (trade)	**-**	-	**7,403,861**	7,690,662
Accrued Food and Business Solutions cost	**236,628**	171,833	**-**	-
Accrued Laundry costs	**381,333**	158,538	**-**	-
Accrued bonuses, manpower and related costs	**3,622,870**	2,162,495	**1,386,965**	1,247,568
Balance carried-forward	**9,929,411**	5,690,651	**9,650,609**	9,575,305

16 Trade and other payables (Cont'd)

	The Group 2024 $	The Group 2023 $	The Corporation 2024 $	The Corporation 2023 $
Balance brought-forward	**9,929,411**	5,690,651	**9,650,609**	9,575,305
Accrued utilities	**27,692**	55,619	**-**	-
Accrued expenses	**1,542,930**	2,704,600	**1,508,380**	2,623,188
Other payables	**156,604**	426,571	**90,600**	401,476
Financial liabilities at amortised cost	**11,656,637**	8,877,441	**11,249,589**	12,599,969
Output GST payables, net	**495,128**	493,045	**875,101**	689,456
	12,151,765	9,370,486	**12,124,690**	13,289,425

Trade payables are non-interest bearing and are generally on 30 - 90 days credit terms (2023 - 30 - 90 days).

Trade and other payables are denominated in Singapore Dollars.

17 Provisions

The Group	Linen loss $	Onerous contracts $	Total $
At 1 April 2022	60,658	-	60,658
Provision made during the year	150,960	-	150,960
Provision no longer required	(141,077)	-	(141,077)
At 31 March 2023	70,541	-	70,541
Provision made recognised to profit or loss	**144,100**	-	**144,100**
Provision for onerous contracts recognised	-	**3,874,000**	**3,874,000**
Utilisation	**(152,918)**	-	**(152,918)**
At 31 March 2024	**61,723**	**3,874,000**	**3,935,723**

The provision of linen loss pertains to the compensation for lost or damaged linen.

During the year, a fire incident occurred in one of the Group's laundry plants which disrupted its operations. Subcontractor fees and additional manpower costs were incurred to fulfil the performance obligations as set out in the contracts entered with customers. As at 31 March 2024, management recognised a provision for onerous contracts amounting to $3,874,000, determined based on the estimated aggregate incremental costs to fulfil these contracts up to the expiry of these term contracts due to the business disruption.

18 Net assets of the Yellow Ribbon Fund

The Corporation established Yellow Ribbon Fund (the "Fund") in 2004 as one of the Community Action for the Rehabilitation of Ex-offenders ("CARE") Network's key initiative. The project seeks to engage the community in accepting ex-offenders and their families, giving them a second chance at life and to inspire a ripple effect of concerted community action to support ex-offenders and their families.

The Fund administers funding to the development and implementation of reintegration programmes for inmates and ex-offenders as well as family support programmes to strengthen family ties of inmates and ex-offenders.

Proceeds from the various fund-raising activities will go towards funding a variety of rehabilitation and reintegration programmes as well as family support programmes which are in line with the vision of CARE Network to their family members.

18 Net assets of the Yellow Ribbon Fund (Cont'd)

The Yellow Ribbon Fund was granted Institute of Public Character (IPC) status since August 2004. Its Charity Registration Number is 01808.

The statement of financial activities of the Fund is as follows:

	2024 $	2023 $
Income		
Donation income	**551,894**	1,081,300
Events income	**668,554**	1,391,416
Grants and bursaries	**741,500**	483,194
Total income	**1,961,948**	2,955,910
Less: General expenditure		
Fund raising expenses	**96,727**	181,453
General and miscellaneous expenses	**94,578**	50,993
Manpower costs	**606,292**	585,736
Total general expenditure	**797,597**	818,182
Operating surplus for the year	**1,164,351**	2,137,728
Add/(less): Other income/(expenditure)		
Disbursement of funds	**(542,587)**	(936,322)
Interest income	**180,918**	20,650
	(361,669)	(915,672)
Surplus for the year	**802,682**	1,222,056

The statement of financial position of the Fund are as follows:

	2024 $	2023 $
Current assets:		
Other receivables	**1,783**	23,882
Prepayments	**244,547**	-
Cash and bank balances	**8,734,811**	8,091,536
	8,981,141	8,115,418
Current liabilities:		
Other payables	**331,087**	268,046
Net assets	**8,650,054**	7,847,372

19 Operating income

	The Group		The Corporation	
	2024 $	2023 $	2024 $	2023 $
Halfway house management fee:				
- At a point in time	**104,891**	-	**104,891**	-
- Over time	**6,609,403**	6,692,013	**-**	-
	6,714,294	6,692,013	**104,891**	-
Leasing income:				
- At a point in time	**1,569,289**	1,771,849	**1,569,289**	2,311,439
- Over time	**553,753**	539,590	**1,910,001**	1,381,050
	2,123,042	2,311,439	**3,479,290**	3,692,489
Rendering of services, at a point in time	**46,281,633**	42,505,789	**-**	-
	55,118,969	51,509,241	**3,584,181**	3,692,489

20 Other income

	The Group		The Corporation	
	2024 $	2023 $	2024 $	2023 $
Interest income:				
- Bank deposits	**758,619**	230,265	**700,080**	213,656
- Investments held at amortised cost	**63,359**	-	**-**	-
	821,978	230,265	**700,080**	213,656
Others	**198,599**	114,531	**118,663**	2,965
	1,020,577	344,796	**818,743**	216,621

21 Finance costs

	The Group		The Corporation	
	2024 $	2023 $	2024 $	2023 $
Interest expenses on:				
- Term loan	**303,605**	250,402	**303,605**	250,402
- Lease liabilities	**179,474**	196,482	**55,854**	72,631
	483,079	446,884	**359,459**	323,033

22 Manpower costs

	The Group		The Corporation	
	2024 $	2023 $	2024 $	2023 $
Salaries and related costs	**25,845,088**	22,784,926	**10,724,425**	10,526,598
Contributions to Central Provident Fund	**2,948,344**	2,845,090	**1,576,113**	1,570,424
	28,793,432	25,630,016	**12,300,538**	12,097,022

Compensation of key management personnel

The key management personnel compensation comprises:

	The Group		The Corporation	
	2024 $	2023 $	2024 $	2023 $
Board members' allowance	**129,375**	140,625	**129,375**	140,625
Directors' fees of a subsidiary	**61,875**	57,273	**-**	-
Other key management members' remuneration:				
- Short-term employee benefits	**3,070,728**	2,843,973	**2,350,326**	2,052,237
- contribution to defined contribution plans	**214,083**	231,833	**164,545**	172,183
	3,284,811	3,075,806	**2,514,871**	2,224,420
	3,476,061	3,273,704	**2,644,246**	2,365,045

23 Taxation

The Group	2024 $	2023 $
Current tax expense		
- Current year	-	590,437
- Under/(over) provision in respect of prior year	**386**	(36,975)
	386	553,462
Deferred tax expense		
- Origination and reversal of temporary differences, net (Note 13)	**(115,269)**	165,631
	(114,883)	719,093

The tax expense on the results of the financial year varies from the amount of income tax determined by applying the applicable tax rate on profit before tax as a result of the following:

The Group	2024 $	2023 $
Surplus before taxation	**1,071,739**	4,490,495
Tax at applicable tax rates of 17% (2023 - 17%)	**182,196**	763,384
Tax exemption	-	(17,425)
Tax effect on non-taxable income	**(224,723)**	-
Tax effect on non-deductible expenses	**441,488**	365,233
Utilisation of deferred tax assets previously not recognised	**(514,230)**	(355,124)
Under/(over) provision in respect of prior year	**386**	(36,975)
	(114,883)	719,093

Non-taxable income mainly comprises government grant income of the subsidiary. Non-deductible expenses mainly comprise non-capitalised assets, depreciation charge, interest on lease liabilities and provisions made for the financial year.

As at 31 March 2024 and 2023, the Group has unutilised donations of $370,000 (2023 - $Nil) which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements. The comparatives have been changed to reflect the revised unutilised losses after the finalisation of open years of assessment.

24 Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

The Group and the Corporation entered into the following significant transactions with its parent Ministry - Ministry of Home Affairs, Singapore Prison Service ("SPS") and other related parties during the year, which are reimbursable in full:

The Corporation	2024 $	2023 $
The Corporation's transactions with its subsidiary		
Rental income	**1,356,248**	1,379,508
Billings on behalf of a subsidiary	**(35,200,736)**	(30,021,702)
Expenses paid on behalf	**(2,769,934)**	(1,418,395)

24 Related party transactions (Cont'd)

The Corporation	2024 $	2023 $
Ministry of Home Affairs		
Sales proceeds received on behalf of subsidiary	**136,957**	121,192
Expenses paid on behalf	**(5,580)**	(57,076)
Singapore Prison Service		
Sales proceeds received on behalf of subsidiary	**33,690,845**	33,661,917
Other Ministries and Statutory Boards		
Expenses paid on behalf	**(149,526)**	(147,538)
Yellow Ribbon Fund		
Expenses paid on behalf	**(449,375)**	(474,334)

25 Financial risk management objectives and policies

The Group and the Corporation maintain documented financial risk management policies. These policies set out the Group's and the Corporation's overall business strategies and its risk management philosophy. The Group and the Corporation are exposed to similar financial risks arising from its operations and the use of financial instruments. The key financial risks included credit risk, liquidity risk and market risk (including currency risk, interest rate risk and price risk). The Group's and the Corporation's overall risk management programme focus on the unpredictability of financial markets and seeks to minimise adverse effects from the unpredictability of financial markets on the Group's and the Corporation's financial performance.

The Group and the Corporation does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange.

Credit risk

Credit risk is the risk of financial loss to the Group and the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Group's and the Corporation's exposure to credit risk arises primarily from trade and other receivables. For other financial assets, the Company minimises credit risk by dealing exclusively with high credit rating counterparties.

The Group and the Corporation have adopted a policy of only dealing with creditworthy counterparties. The Group and the Corporation perform ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Group and the Corporation consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group and the Corporation have determined the default event on a financial asset to be when internal and/ or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments.

To minimise credit risk, the Group and the Corporation have developed and maintained the Group's and the Corporation's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Group's and the Corporation's own trading records to rate its major customers and other debtors.

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

Credit risk (Cont'd)

The Group and the Corporation consider available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 to 60 days past due in making contractual payment.

The Group and the Corporation determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor;
- A breach of contract, such as a default or past due event;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- There is a disappearance of an active market for that financial asset because of financial difficulty.

The Group and the Corporation categorised a receivable for potential write-off when a debtor fails to make contractual payments more than 180 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Group's and the Corporation's current credit risk grading framework comprises the following categories:

Category	Definition of category	Basis for recognising expected credit loss ("ECL")
I	Counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
II	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit impaired
III	Amount is > 60 days past due or there is evidence indicating that the asset is credit-impaired (in default).	Lifetime ECL - credit impaired
IV	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.	Amount is written off

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

Credit risk (Cont'd)

Credit risk concentration profile

The Group and the Corporation determine concentrations of credit risk by monitoring the business segment profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Group's and the Corporation's trade receivables by business segments at the reporting date is as follows:

	The Group		The Corporation	
	2024	2023	**2024**	2023
	$	$	**$**	$
By business segments:				
Food and Business Solutions	**7,579,008**	7,136,402	**7,523,106**	6,958,993
Laundry	**3,371,324**	3,272,519	-	-
Others	**952,284**	1,368,020	**625,909**	1,765,676
	11,902,616	11,776,941	**8,149,015**	8,724,669

Trade receivables

For trade receivables, the Group and the Corporation have applied the simplified approach in SB-FRS 109 to measure the loss allowance at lifetime ECL. The Group and the Corporation determine the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables is presented based on their past due status in terms of the provision matrix. As at the end of the reporting period, the age analysis of trade receivables (excluding amount due from subsidiary and accrued receivables) past due but not impaired was as follows:

	The Group		The Corporation	
	2024	2023	**2024**	2023
	$	$	**$**	$
Not due	**7,341,294**	9,075,652	**5,084,118**	6,772,044
Past due 1 – 30 days	**307,237**	241,392	**114,534**	138,131
Past due 31 – 60 days	**160,172**	25,090	**67,061**	31,685
Past due > 60 days	**10,593**	-	**9,989**	-
	7,819,296	9,342,134	**5,275,702**	6,941,860

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

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations include the relative sensitivity of the Group's performance to developments affecting a particular industry.

Exposure to credit risk

As at 31 March 2024, the Group and the Corporation have significant concentration in credit risk from a government agency. The Group and the Corporation have credit policies and procedures in place to minimise and mitigate its credit risk exposure.

Other receivables

The Group and the Corporation assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets. Accordingly, the Group and the Corporation measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

Market risk

Price risk

At the balance sheet date, the Group and the Corporation do not have any exposure to price risk following the maturity of the quoted financial assets measured at amortised cost.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Corporation's financial instruments will fluctuate because of changes in market interest rate. The Group and the Corporation are minimally exposed to interest rate risk on its term loan with a financial institution and interest-bearing bank deposits. The Group and the Corporation have cash balances placed with reputable banks and financial institutions which generate interest income for the Group and the Corporation. The Group and the Corporation manage its interest rate risks by placing such balances on varying maturities and interest rate terms.

Interest rates on the Group's and the Corporation's lease liabilities as disclosed in Note 15 are fixed at the contract date, and thus does not expose the Group and the Corporation to interest rate risk. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

Sensitivity analysis for interest rate risk

A 1% change in interest rate on the term loan with a financial institution would not have a material impact on the Group's and the Corporation's net surplus for the financial years ended 31 March 2024 and 31 March 2023.

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

Liquidity risk

Liquidity or funding risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group's and the Corporation's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's and the Corporation's reputation. The Corporation regularly reviews its liquidity reserves, comprising cash flows from its operations and government grants, to ensure sufficient liquidity is maintained at all times.

Contractual maturity analysis

The following are the contractual maturities of financial liabilities. The amounts are gross and undiscounted, and include contractual interest payments and exclude impact of netting agreements:

			Contractual undiscounted cash flows			
The Group	Note	Carrying amount $	Total $	Less than 1 year $	Between 2 and 5 years $	Over 5 years $
As at 31 March 2024						
Financial liabilities						
Term loan	14	**4,432,073**	**5,683,351**	**716,456**	**2,865,826**	**2,101,069**
Lease liabilities	15	**3,666,244**	**4,209,619**	**1,764,128**	**1,408,964**	**1,036,527**
Trade and other payables	16	**11,656,637**	**11,656,637**	**11,656,637**	-	-
		19,754,954	**21,549,607**	**14,137,221**	**4,274,790**	**3,137,596**

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

Liquidity risk (Cont'd)

Contractual maturity analysis (Cont'd)

			Contractual undiscounted cash flows			
The Group	Note	Carrying amount $	Total $	Less than 1 year $	Between 2 and 5 years $	Over 5 years
As at 31 March 2024						
Financial liabilities						
Term loan	14	4,844,926	6,398,430	716,456	2,865,826	2,816,148
Lease liabilities	15	3,992,649	4,533,776	1,862,749	1,654,982	1,016,045
Trade and other payables	16	8,877,441	8,877,441	8,877,441	-	-
		17,715,016	19,809,647	11,456,646	4,520,808	3,832,193
The Corporation						
As at 31 March 2024						
Financial liabilities						
Term loan	14	**4,432,073**	**5,683,351**	**716,456**	**2,865,826**	**2,101,069**
Lease liabilities	15	**2,666,179**	**3,092,799**	**803,852**	**1,252,420**	**1,036,527**
Trade and other payables	16	**11,249,589**	**11,249,589**	**11,249,589**	-	-
		18,347,841	**20,025,739**	**12,769,897**	**4,118,246**	**3,137,596**
As at 31 March 2023						
Financial liabilities						
Term loan	14	4,844,926	6,398,430	716,456	2,865,826	2,816,148
Lease liabilities	15	1,960,093	2,263,004	679,864	567,095	1,016,045
Trade and other payables	16	12,599,969	12,599,969	12,599,969	-	-
		19,404,988	21,261,403	13,996,289	3,432,921	3,832,193

Fair values

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

However, the Group and the Corporation does not anticipate that the carrying amounts recorded at end of the reporting period would be significantly different from the values that would eventually be received or settled.

26 Financial instruments

Accounting classification of financial assets and financial liabilities

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

	The Group		The Corporation	
	2024 $	2023 $	**2024 $**	2023 $
Financial assets measured at amortised cost				
Investments held at amortised cost (Note 8)	**4,971,109**	-	-	-
Trade and other receivables (Note 9)	**18,275,218**	12,690,561	**8,957,309**	8,937,092
Grant receivables (Note 10)	**1,287,011**	13,742,107	**1,287,011**	13,742,107
Cash and bank balances (Note 11)	**38,553,737**	27,922,104	**29,005,317**	15,776,582
	63,087,075	54,354,772	**39,249,637**	**38,455,781**

26 Financial instruments (Cont'd)

	The Group		The Corporation	
	2024 $	2023 $	**2024 $**	2023 $
Financial assets measured at amortised cost				
Term loan (Note 14)	**4,432,073**	4,844,926	**4,432,073**	4,844,926
Trade and other payables (Note 16)	**11,656,637**	8,877,441	**11,249,589**	12,599,969
	16,088,710	13,722,367	**15,681,662**	17,444,895

27 Capital management

The Group and the Corporation define "capital" to include capital account and reserves. The Group's and the Corporation's policy is to maintain a strong capital base to safeguard the ability to meet its long-term needs and to maintain creditor and market confidence. The Group and the Corporation are not subject to externally imposed capital requirements and there were no changes to the Group's and the Corporation's approach to capital management during the financial year.

28 Fair value measurement

Definition of fair value

SB-FRSs define fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Fair value hierarchy

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

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

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Fair value measurement of financial assets

The carrying amounts of the Group's and the Corporations' other financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

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