



DAUGHTERS OF TOMORROW

2024 ANNUAL REPORT

UEN: 201425430M

Registered address: The Common Ground
Civic Centre, 21 Bedok North Street 1, #03-01,
Singapore 469659

E: empower@daughtersoftomorrow.org



Table of Contents



→	03	Who We Are
→	04	About DOT
→	07	Governing Board
→	10	Financial Summary
→	12	Key Milestones
→	14	Programmes & Activities
→	24	Fundraising
→	26	Years Ahead
→	27	GEC and Disclosures
→	32	Financial Statements

Who We Are

Registered as a charity under the Charities Act of Singapore, Daughters Of Tomorrow complements and supports existing training and workforce-related agencies by connecting volunteers and community resources to enable each woman on an individual level. By deep-diving into the practical day-to-day constraints of these women, we offer hand-holding and individual coaching to help each woman reach regular and sustained employment.

Our team consists of dedicated, and compassionate professionals who are committed to serving the women in our programmes. We ensure that each individual receives the guidance and resources needed to succeed.

Our mission extends beyond employment bridging; we strive to enable upward social mobility for women from lower income families through upliftment of an individual's agency. Our holistic approach ensures that we address both the immediate and long-term needs of the families we serve, paving the way for a brighter and more prosperous future. We believe that sustainable employment is the cornerstone of financial independence. We lay the foundation for women to build a more secure financial future for themselves and their families and provide a pathway to long-term career growth and financial security.



We are also dedicated to fostering a socially integrative employment culture in Singapore. This means creating an inclusive environment where individuals from diverse backgrounds can come together, collaborate, and thrive. We believe that by promoting diversity, equity and inclusion within the workplace, we can contribute to a more cohesive and supportive community.

Through our efforts, we seek to build a society where everyone has the opportunity to succeed, regardless of their socio-economic background. We are dedicated to making a positive difference and driving meaningful change in the lives of those we serve.

About DOT

MISSION

To facilitate livelihood opportunities for women from low-income backgrounds and support them in achieving financial independence and enable social mobility for their families.

VISION

Empowering Women, Enabling Families.

CORE VALUES

E

NABLING

We build agency in the women and the community, striving to contribute and build positive collaborations with our partners.

M

INDFUL

We value reflection, self-awareness and practice respect for everyone we work with.

P

EOPLE - FOCUSED

We value and celebrate each individual for who they are, and prioritise people above procedures.

O

PEN

We are open-minded, curious, collaborative in our approach, and practice transparency in our governance and partnerships.

W

ILLING TO LEAD

We serve with passion and take ownership for creating and advocating positive change.

E

NTERPRISING

We approach problems and challenges with innovation and are open to experimentation.

R

ESPONSIVE

We strive to address real challenges in a timely manner and are adaptable to changing needs in the community.

From The *Board President*

As we reflect on FY2024, I am proud to share the significant strides Daughters Of Tomorrow has made in empowering women from low-income families toward financial independence and social mobility. Each milestone achieved is a testament to the resilience of the women we serve and the unwavering support from our staff, volunteers, donors, and partners.

This past year, we continued to grow our impact through targeted programmes such as the Confidence Curriculum, Transformation Fund, and Step Up. These initiatives helped women rebuild confidence, gain qualifications, and sustain employment beyond the six-month mark—an encouraging sign of long-term stability. We also deepened our efforts in post-employment support and financial literacy, recognising that the path to empowerment extends well beyond job placement.

Looking ahead, we are turning our focus toward a new and critical frontier: supporting young women at the cusp of adulthood who are preparing to enter the workforce. In today's rapidly evolving economy, this demographic faces unique challenges—from navigating digital skills gaps to overcoming intergenerational poverty. At DOT, we aim to equip these



CHIN LEE YEN

PRESIDENT

young women with the tools, networks, and confidence to begin their careers with agency and aspiration.

We are also strengthening our organisational capacity to innovate, measure impact, and drive systemic change. Our commitment to inclusive hiring practices and socially integrative employment will remain a cornerstone of our work.

Thank you for standing with us as we continue this journey. With your ongoing partnership, we will create pathways of opportunity and dignity for every woman—no matter where she starts.

Warm regards,

Chin Lee Yen
President
Daughters Of Tomorrow

From The *Executive Director*



KAYLEE KUA
EXECUTIVE DIRECTOR

Every belief is a ripple that creates a wave of change. Thank you for your support in our cause of building a generation of daughters who can face the challenges of tomorrow.

*Warm regards,
Kaylee Kua
Executive Director*

FY2024 has been a year of meaningful progress and renewed purpose for Daughters Of Tomorrow. As we continue our mission to uplift women from low-income families, we have seen the power of community, resilience, and collective action come together to transform lives.

This year, our focus on deepening impact for women from lower-income families in their post-employment journey has yielded significant outcomes. Initiatives like the Transformation Fund, Savvy Saver, and our Social Mobility Research Pilot have already shown promising results in enabling women to achieve higher income, financial security, and envision brighter futures for their families.

In 2024, we have also taken a major step in aligning the objectives of our programmes to the changing needs of our clients. With revamped contents for DOT Confidence Curriculum, digital and financial literacy, we aim for our services to remain relevant to changing environment and recognising that true empowerment requires addressing the structural barriers that limit opportunities.

Looking ahead, we are committed to evolving our services to meet the changing needs of the community. In the coming year, a key focus will be extending our reach to young women preparing to enter the workforce for the first time. This is a critical moment in their lives—one that shapes their confidence, career pathways, and lifelong potential. DOT will continue to invest in programmes that equip them with skills, networks, and the belief in their own agency.

As we embark on this next chapter, I am inspired by what we have achieved together and optimistic about what lies ahead. Thank you to our supporters, funders, and community partners who stand alongside us in this work. Your trust and partnership fuel our momentum to break cycles of poverty, foster inclusion, and create pathways for every woman to succeed.

Together, we will continue to turn aspiration into opportunity, and opportunity into lasting change.

Governing Board

DOT Board FY 2024

Name	Designation	Date of First Appointment	Occupation	Past Charity Appointment
Chin Lee Yen	• Board Director	1 Aug 2016	Client Partner, Korn Ferry	Board Secretary 2016-2022
	• President	1 Jun 2022		Nominations Committee Chair 2019
	• Fundraising Committee Member	1 Jun 2022		
Jennifer Wiegleb	• Board Director	1 Aug 2016	Chief Human Resources Officer, HR Dole Asia Holdings Pte Ltd	Audit Committee Chair 2016 - 2022
	• HR Committee Chair	1 Jun 2022		
Emily Chin ¹	• Board Director	15 Mar 2017	SVP, Trade Risk Distribution, DBS Bank	Board Treasurer 2017 - 2021
	• Audit & Risk Committee Chair	1 Jun 2022		
	• Nominations Committee Chair	14 Dec 2022		
Daniel Campion	• Board Director	1 Apr 2019	Sustainability Lead APMEA, Kerry Group	Risk Committee Chair 2019
	• Board Treasurer	1 Jan 2021		
	• Finance Committee Chair	19 Jul 2021		
Joseph See ²	• Board Director	29 Jun 2022	CEO, Agape Connecting People Pte Ltd	
	• Programmes and Impact Committee Chair	1 Jul 2022		
Schutz Lee	• Board Director	21 Oct 2022	Chief Consultant, Marketing Asia Pte Ltd	
	• Board Secretary	21 Oct 2022		
	• Fundraising Committee Chair	14 Dec 2019		
Jason Ho ³	• Board Director	1 Apr 2024	Retired	
	• Nominations Committee Chair	9 Sep 2024		
William Wong ⁴	• Board Director	1 Jun 2024	Retired	
	• Audit & Risk Committee Chair	1 Jun 2024		
Beth Berwick ⁵	• Board Director	5 Sep 2024	Senior Strategic Business Partner APAC Finc. & Ops, Netflix	
	• Finance Committee Member	13 Feb 2024		
Chin Sau Ho ⁶	• Board Director	6 Nov 2024	Senior Director Community Partnerships & Communications, Singapore Pools Pte Ltd	
	• Programs & Impact Committee Chair	18 Oct 2024		

¹ Emily Chin resigned on 9 Sept 2024

² Joseph See resigned on 1 Mar 2024

³ Jason Ho joined on 1 April 2024

⁴ William Wong joined on 1 June 2024

⁵ Beth Berwick joined on 5 Sept 2024

⁶ Chin Sau Ho joined on 6 Nov 2024

Board Attendance

The Board held 8 meetings in FY 2024

The attendance at these meetings are provided in the table below:

Chin Lee Yen	Board Director President	7/8
Jennifer Wiegleb	Board Director	8/8
Daniel Campion	Board Director Treasurer	8/8
Emily Chin ¹	Board Director	6/8
Schutz Lee	Board Director Board Secretary	8/8
Joseph See ²	Board Director	2/8
Jason Ho ³	Board Director	6/8
William Wong ⁴	Board Director	5/8
Beth Berwick ⁵	Board Director	2/8
Chin Sau Ho ⁶	Board Director	1/8

¹ Emily Chin resigned on 9 Sept 2024

² Joseph See resigned on 1 Mar 2024

³ Jason Ho joined on 1 April 2024

⁴ William Wong joined on 1 June 2024

⁵ Beth Berwick joined on 5 Sept 2024

⁶ Chin Sau Ho joined on 6 Nov 2024

DOT has 6 Committees

that assist the Board on specific areas as listed below:

Committee Members who contributed in 2024

Audit & Risk Committee

William Wong (Chair)
Yue Kendall
Renita Crasta
Kaylee Kua (DOT Rep.)

Finance Committee

Daniel Campion (Chair)
Beth Berwick
Yeow Ooh Teng
Kaylee Kua (DOT Rep.)
William Fong (DOT Rep.)

Fundraising Committee

Schutz Lee (Chair)
Chin Lee Yen
Angie Ong
Alex Siow
Hann Chia
Yvonne Lee (DOT Rep.)

Programmes & Impact Committee

Chin Sau Ho (Chair)
Joseph See
Kaylee Kua (DOT Rep.)

Human Resource Committee

Jenny Wiegleb (Chair)
Eng Jia Yun
Kelly Chua
June Cho
Saras Damodharan
Kaylee Kua (DOT Rep.)

Nomination Committee

Jason Ho (Chair)
Fang Jia Yun
Dianne Rajaratnam
Kaylee Kua (DOT Rep.)

Executive Director

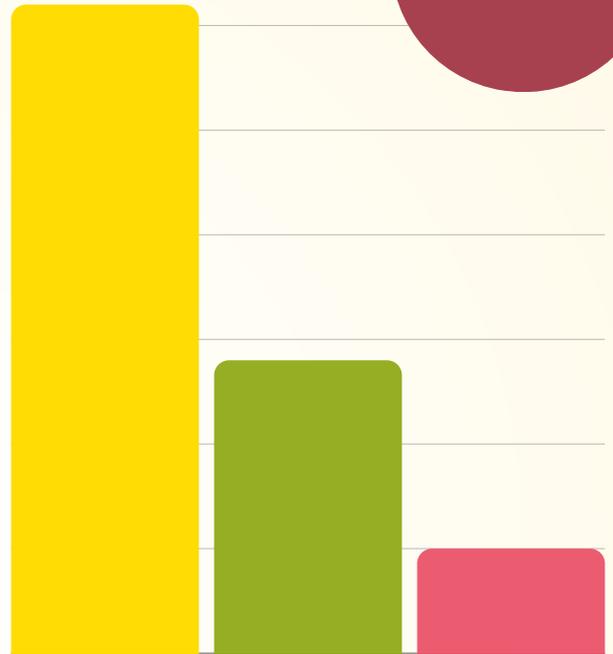
Kaylee Kua was appointed as the Executive Director of DOT on 2 Jan 2024.

Financial Summary 2024

■	Donations	97%
■	Grants	1%
■	Programme income	1%
■	Interest income/others	1%



EXPENDITURE S\$2.3M



Financial *Highlights*

Statement of Financial Activities

For the financial year ended 31 December 2024

	2024	2023
	S\$	S\$
INCOME		
Income from generated funds		
Voluntary income		
- Donations	2,008,831	2,533,606
- Grants	50,886	136,409
- Others	208,250	88
Activities for generating funds	830,873	487,040
TOTAL INCOME	3,098,840	3,157,143
EXPENDITURES		
Cost of generating funds	195,555	141,657
Cost of charitable activities	1,420,038	1,005,962
Governance costs	648,646	728,285
TOTAL EXPENDITURES	2,264,239	1,875,904
NET INCOME FOR THE FINANCIAL YEAR	834,601	1,281,239
<i>RECONCILIATION OF FUNDS</i>		
Total funds brought forward	5,298,546	4,017,307
Net income for the financial year	834,601	1,281,239
Total funds carried forward	6,133,147	5,298,546

Auditor: Helmi Talib LLP
Bankers: DBS Bank and Maybank

For more information on the DOT's major financial transactions and the purpose of the charitable assets held, please refer to Note 6 and 8 (page 24 of the Audited Financial Statements).

Key Milestones

251 women went through
job readiness
programmes



Participants who completed a one year run of **SAVVY SAVER** saw an **average savings** of

\$3,126

and those who completed a two year run saw an **average savings** of

\$6,210



520

women were referred to **DOT**

Daughters of Tomorrow



61
WOMEN

bridged to
accessible
livelihood
opportunities



76%

of women bridged
into employment
stayed at a job for
more than 6
months



177

clients supported through higher impact
programmes such as Home-Based
Childminding, Savvy Saver, Social Mobility
Programme & Transformation Fund

PROGRAMMES & ACTIVITIES

BEFRIENDING WITH DOT

DOT CONFIDENCE CURRICULUM

Launched in 2015, the DOT Confidence Curriculum (DCC) is our flagship 8-week programme designed to support women returning to the workforce.

Through structured workshops, participants develop confidence, soft skills, and self-agency, while forming supportive peer networks. Each participant is matched with a trained befriender, providing one-on-one emotional and practical support throughout the journey. DCC continues to be a cornerstone in helping women rebuild their confidence and re-enter employment with renewed purpose.

In 2024, we conducted 11 runs of DCC, supporting

251 women
in their first
forays into
the workforce

53 NEW BEFRIENDERS

Over the course of 2024, we have conducted 3 Befriender trainings to onboard 53 new befrienders.

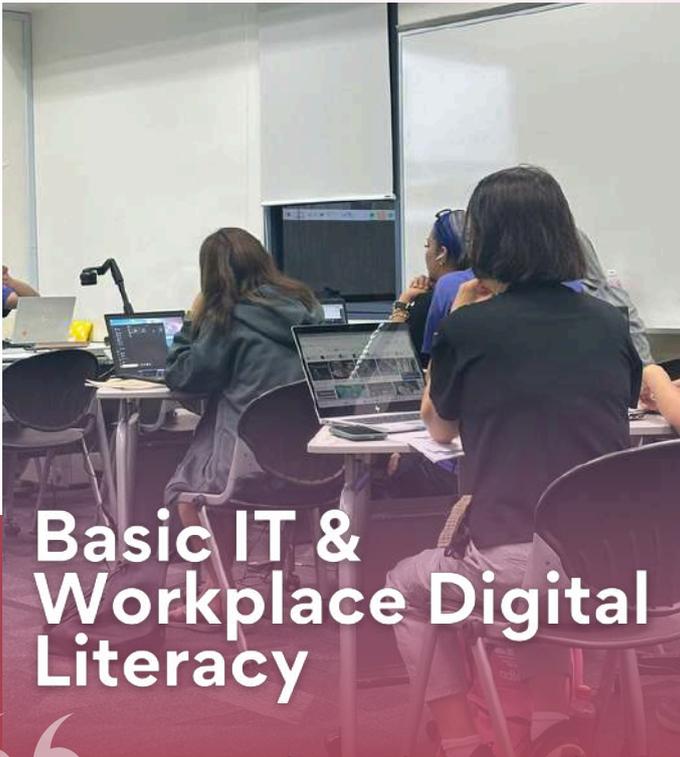
Daughters Of Tomorrow (DOT) empowers low-income women in Singapore by connecting them to skills training, confidence-building programmes, support networks, and job opportunities.

Our Befriending Services provide one-on-one socio-emotional support to help each woman navigate her unique challenges. Trained Volunteer Befrienders offer friendship, encouragement, and sharing of resources – key to building confidence and readiness for work.

This personalised support strengthens each woman's journey towards employment and personal empowerment.



PROGRAMMES & ACTIVITIES



Basic IT & Workplace Digital Literacy

DOT's 5-weeks Basic IT programme builds foundational digital skills for individuals preparing to (re)enter the workforce. Participants learn to use Microsoft Word, Excel, PowerPoint, and Generative AI tools to support job searches and workplace tasks. The programme equips learners with essential, employable IT competencies.

DOT's 7-weeks Workplace Digital Literacy programme enhances workplace digital skills for individuals preparing for or are currently in administrative roles. Participants see an improvement in IT competency, digital communication and productivity, helping them remain competitive and job-ready. The aim is to build confidence for successful entry into administrative and support roles across various sectors.

107
participants

In 2024, we have conducted 5 runs of Basic IT Literacy and 3 runs of Workplace Digital Literacy

“Courses of DOT. Like email presentations, Professional English courses, and Microsoft Excel. We thought we knew things, but certain shortcuts helped a lot with my work. IT courses were very helpful.”

- Participant of DOT programmes

FINANCIAL LITERACY



DOT's financial literacy programme, in conjunction with AIDHA, has been running since 2018 for women who have a stable income in conjunction with Aidha. This programme spans 7 months, whereby the first month focuses on empowering the women with knowledge and skill sets to save effectively. The next 6 months focus on monitoring their progress and addressing any challenges met. Additionally, participants enjoy a 1:1 savings match to accelerate their saving journey.

To further support individuals who are currently relying on financial assistance and looking for employment opportunities, DOT initiated a 3 hour workshop on budgeting and money management with the support of ANZ Bank.

44

In 2024, a total of 44 participants were supported across 2 runs of Financial Literacy & 2 runs of ANZ Money Minded workshops.

Enhancing Social Mobility with DOT

Beyond preparing and bridging women to sustainable livelihood opportunities, DOT also provides 6 months post-employment support, including our Home-Based Childminding programme.

After achieving stability in career and meeting family's financial needs, women may choose to join DOT's programmes that enhances social mobility such as Savvy Saver and Transformation Fund.

In 2024, DOT also started a one-year long research pilot to explore the impact of income support and coaching support in decreasing the chronic instability faced by lowered income women in Singapore. We hope to measure the outcomes and impact of income support for the lives of lower-income women in both quantitative and qualitative ways.



DOT staff and recipients of Transformation Fund who are in pursuit of mid-career professional certifications

Transformation Fund

19 successful applicants are pursuing educational qualifications in Business, Design & Media, Human Resource, Pharmaceuticals, Hospitality and more under DOT's Transformation Fund.

The Transformation Fund is a bursary of up to \$10,000 for mature candidates and young students who are seeking professional certification or post-secondary education. It covers the tuition fees, allowance and any loss of income that women face as they adjust their working hours to take on the course.

Savvy Saver

Launched in 2022 as part of DOT's Step Up programme, Savvy Saver has taken root as a key programme supporting DOT women who have been in stable work for at least 6 months. Based on behavioural change model in conjunction with Financial Literacy and Family Stoplight, Savvy Saver empowers working participants to manage their own finances and save regularly.



By making education and targeted upskilling accessible to women from lower-income families, the Transformation Fund helps recipients to focus on their studies without the high opportunity costs that impact their families' quality of life.

5 recipients of Transformation Fund completed their studies and saw **13% - 120% increase in income.**

18 participants completed 1-year programme and saved an average of **\$3,126**

10 participants completed 2-year programme and saved an average of **\$6,210**

Enhancing Social Mobility with DOT



Social Mobility Programme

98 research participants are receiving a one-year income support or coaching in DOT's Social Mobility Research Programme.

In April 2024, DOT piloted a one-year research programme to explore the impact of income support and coaching support in decreasing the chronic instability faced by lowered income women in Singapore.

One group is given a monthly income support of \$400 while another group is given coaching support using DOT's Family Stoplight tool. By observing and analysing the data and outcomes, DOT aims to understand the effects of unconditional income support as well as structured coaching in impacting the lives of lower-income women across six dimensions of their lives.



Home-Based Childminding

DOT's Home Based Childminding programme aims to support economically challenged parents and guardians in achieving stability, self-reliance, and ultimately social mobility by providing after-hours childminding services to allow them to seek employment opportunities or to sustain their employment. These parents and guardians could face limited employment options due to irregular working hours and may require alternate caregiving arrangements beyond traditional child care institutions operating hours. The programme is set at an affordable rate as compared to private services.

3,617

childminding hours provided to the users in 2024

24

parents supported

Over the course of 2024, **131 users** registered for the Home Based Childminding Programme.

A total of **19 new childminders** were assessed, trained and ready to be deployed in 2024. Currently, we have a pool of **66 childminders** to assist families when needed.

Volunteers

At Daughters Of Tomorrow (DOT), our work is made possible by a dedicated community of volunteers whose creativity, compassion, and commitment power our mission. In the past year alone, volunteers contributed over 2300 hours, supporting a wide range of initiatives across virtual, hybrid, and in-person formats.

This diverse group—including individuals, corporate partners, institutions, and community members—played a crucial role in enabling DOT women to focus on their employment goals. Through their time and effort, we were able to deliver essential services such as on-site childminding, befriending, training workshops, and coaching, across key stages of each woman's journey.

Beyond programme delivery, many volunteers brought specialised skills to strengthen DOT's organisational capacity and support long-term growth.

We extend our heartfelt thanks to all volunteers and donors for your invaluable contributions. Your continued partnership drives our impact, and we look forward to building an even stronger future together.



VOLUNTEERING HOURS

>2300

188 VOLUNTEERS
ENGAGED



VOLUNTEERING OPPORTUNITIES

- Befriender
- Childminder
- Trainer / Facilitator
- Coach
- Skilled volunteer in special projects
- Event and booth volunteer

Partnership Events

International



2024 Women's Day

DOT's work in impacting social change through employability requires a concerted effort from various stakeholders in the community including government agencies, businesses, and non-profits. Through collaborative initiatives that combine policy support, practical training, and direct employment opportunities, we can create comprehensive support systems that address the multifaceted challenges and empower women to achieve economic independence and improve their social mobility.

With the theme "Inspire Inclusion", DOT engaged close to 30 partners in various IWD 2024 activities that emphasized the importance of creating a more inclusive world for women, where their voices and perspectives are valued and celebrated. DOT kicked start IWD 2024 with an art jamming workshop, "Women Empowerment Art Therapy for Mental Health & Well-Being" for its clients. It provided.

Advocacy remains a cornerstone of these efforts, ensuring that policies and practices evolve to meet the needs of the communities we serve.



DOT's Women Empowerment Art Therapy workshop, with volunteers from Great Eastern



In conjunction with IWD 2024, DOT was invited as a panelist at "Embrace Her Voice" organised by the Young Women Leadership Connection



DOT x DOW Chemical IWD 2024



DOT x Como Poverty sensitisation workshop, "This Is My Experience"



DOT x Advanced Micro Devices (AMD) Walking in the shoes of the lower-income community

DOT MOTHER'S DAY

2024

CELEBRATING & HONOURING MOTHERS

As part of our ongoing efforts to uplift and honour the women we serve, we hosted our annual Mother's Day celebration on 4 May 2024, with the generous support of our long-time partner, Chanel, and its dedicated volunteers.

The event brought joy and lasting memories to 115 participants — 50 mums and 65 children. Graced by our Guest of Honour, Mr Tan Kiat How, Senior Minister of State, Ministry of Communications and Information and Ministry of National Development, the day began with much excitement as families arrived to a warm and welcoming atmosphere.



Event volunteers with Guest of Honour, Senior Minister of State, Mr Tan Kiat How.

A special day was curated to give our mums well-deserved moments of joy and self-care. Highlights included a flash makeover with professional photography to capture their radiant smiles, as well as thrift shopping for pre-loved apparel and children's books. The day ended on a sweet note with a hands-on macaron painting workshop. While mums enjoyed these uplifting activities, their children were whisked away to the ArtScience Museum, where immersive exhibitions sparked their curiosity and imagination — creating a joyful day for both mums and kids in their own meaningful ways.



Kids enjoying a day out at the ArtScience Museum!



Facepainting for kids!



Mr Tan Kiat How, Senior Minister of State, Ministry of Communications and Information & Ministry of National Development, graced DOT Mother's Day 2024, organised by our long-time partner, Chanel



Celebrating A Decade of Impact

DOT'S 10TH YEAR ANNIVERSARY 2024



On 22 November 2024, DOT marked its 10th Anniversary with an afternoon of meaningful connection and reflection, bringing together corporate and community partners who have journeyed with us over the years.

Kaylee Kua, DOT's Executive Director, shared key milestones from the past decade, highlighting stories of resilience and transformation from the women and families supported through our programmes. Reflecting on the journey, she shared: *“Over the past 10 years, we’ve witnessed incredible strength in the women we serve. Their stories remind us that when we invest in confidence, dignity, and opportunity—we change lives, families, and communities.”*

As part of the celebration, DOT also recognised two of its long-time employer partners—Chanel Pte Ltd and Go!MaMa—for their continued commitment to inclusive hiring and empowering women through meaningful employment opportunities.

Looking ahead, DOT remains dedicated to evolving its services and expanding its reach—working closely with government agencies and a broad network of stakeholders to drive social mobility for women and their families.

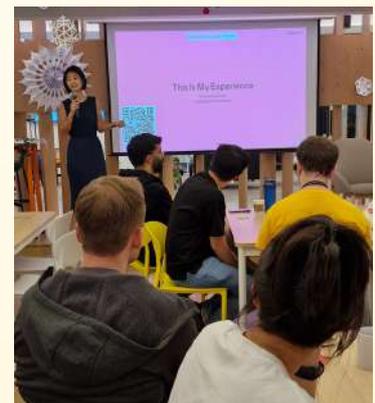
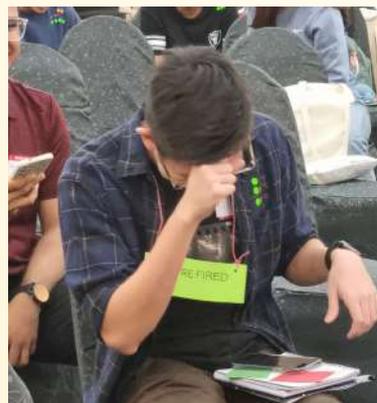


TIME POVERTY SENSITISATION WORKSHOP 2024

Building Empathy Through Awareness: "This Is My Experience" Workshops

As part of DOT's ongoing efforts to deepen understanding and raise awareness about the challenges faced by the communities we serve, we conduct poverty sensitisation workshops titled "This Is My Experience" (TIME) for corporates, employers, volunteers and community partners. These workshops are designed to spark meaningful conversations around volunteering, giving, and social responsibility.

Developed to simulate the lived realities of low-income families in Singapore, the TIME workshop places participants in the shoes of someone from a multi-stressed, low-income household. Through role-play and scenario-based activities, participants experience first-hand the difficult choices, competing priorities, and emotional toll that define daily life for many families. By engaging hearts and minds through experiential learning, TIME workshops continue to be a powerful entry point for anyone looking to make a deeper impact.



Living On The Edge

Creating Narratives for Change

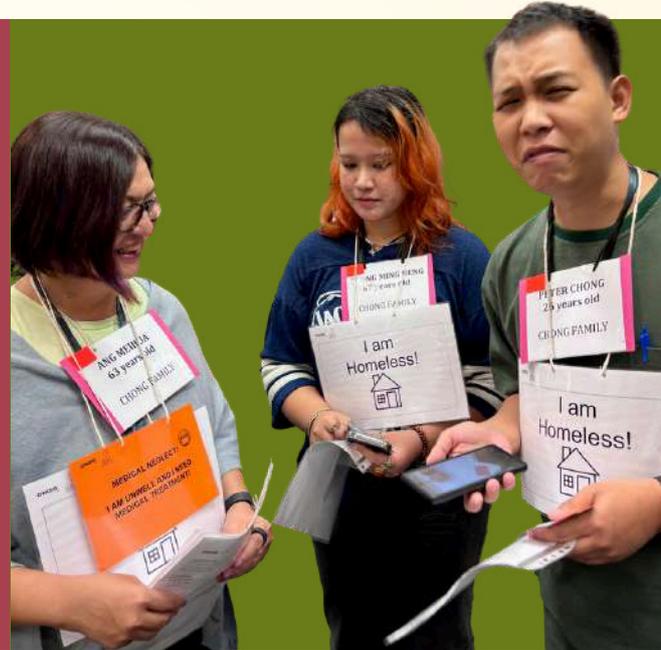
2024

Organized by CG



In collaboration with Common Ground’s Creating Narrative for Change, DOT ran our full-scale poverty sensitisation workshop, Living On The Edge for over 30 participants from all walks of life.

In this immersive, intense and sensitive simulation, participants experienced the day-to-day struggles of those living in relative poverty, reflected on the lack of choices and decision-making, and made commitment to practical steps to support the community.



Exploring the questions about what poverty in Singapore has shown:

- About My Feelings
- About Me
- About Family
- About Being Poor in Singapore

Fundraising

Listed below are companies, foundations and individuals who sponsored or donated \$10,000 and above over the duration of one year (listed in alphabetical order). Our sincere thanks and appreciation to all our supporters for their donations, fundraising efforts, volunteering hours, and/or donations in kind.

KEY DONORS & SPONSORS

DONATIONS OF MORE THAN \$100,000

ARES CHARITABLE FOUNDATION

GREAT EASTERN

NATIONAL SERVICE RESORT & COUNTRY CLUB'S
CHARITY GOLF 2024

SINGAPORE POOLS (PRIVATE) LIMITED

SINGAPORE TOTALISATOR BOARD

ZOOM CARES (THE TIDES FOUNDATION)

DONATIONS OF \$50,000 - \$99,999

AMD

COMO GROUP

EMERSON ASIA PACIFIC PTE LTD

EY

KWAN IM THONG HOOD CHO TEMPLE

SINGAPORE BUSINESS FEDERATION FOUNDATION

THE CAPITAL GROUP (EQUITY & JUSTICE GRANT))

THE MAJORITY TRUST LIMITED

XTX MARKETS

DONATIONS OF \$10,000 - \$49,999

ADM ASIA-PACIFIC TRADING PTE LTD

AIRTRUNK SINGAPORE PTE LTD

ARANDA INVESTMENTS PTE LTD

BNP PARIBAS SINGAPORE

BY KATE PTE LTD

CHIN LEE YEN

COTY OPERATIONS ASIA PACIFIC PTE LTD

H&M HENNES & MAURITZ PTE LTD

HO POH WAH

INFO-COMMUNICATIONS MEDIA
DEVELOPMENT AUTHORITY

LEE THENG KIAT

NATIONAL COUNCIL OF SOCIAL SERVICE

PAYPAL PTE LTD

MELLFORD PTE LTD

RAMEET KAUR

SINGAPORE ST. ANDREW'S SOCIETY

ST TELEMEDIA

Fundraising Event



DOT Mother's Day Gala 2024

We extend our heartfelt appreciation to Singapore Pools (Private) Limited, our Gala Title Sponsor, and Emerson Asia Pacific Pte Ltd, our Platinum Sponsor, for their generous support.

With over \$250,000 raised at our 2024 Mother's Day Gala—and Tote Board's dollar-for-dollar matching—we were able to double our impact in supporting women towards employment, financial independence, and social mobility.

DOT held its second Mother's Day Fundraising Gala in 2024, a heartfelt evening dedicated to honouring the strength and progress of the women in our community. We were privileged to have the event graced by Ms Indraneel Rajah, Minister in the Prime Minister's Office and Second Minister for Finance and National Development.

The theme, "Empowering Mother. Celebrating Her Milestones," paid tribute to the journeys of mothers who have overcome challenges and achieved personal growth through the support of the DOT community.

The evening featured vibrant performances of music and dance, along with a moving sand art presentation depicting the milestones of DOT mums. It concluded with a heartfelt rendition of "You Are My Sunshine"—a touching song performed by the children for their mums, capturing the essence of love and appreciation.



Dedicated volunteers from Emerson lovingly cared for the children & prepared them for a heartwarming performance of "You Are My Sunshine" to close the Gala on a touching note.



Minister Indraneel Rajah with DOT clients, Ms Rosilah Bte Abdul Hamid and Ms Nayli Nur Damia Bte Latif

Singapore Pools is proud to partner with Daughters Of Tomorrow (DOT) in their mission to empower women and create a more inclusive and equitable society. As the title sponsor of the Mother's Day Fundraising Gala, we're happy to support their growing range of important programmes. We are also glad to support the development of their DOT team through Singapore Pools Academy's iLearn (e-learning portal). Together, we hope to build a stronger, more compassionate Singapore for all.

Mr Lam Chee Weng, Chief Executive Officer, Singapore Pools (Private) Limited



Ms Indraneel Rajah, Minister, Prime Minister's Office, Second Minister, Ministry of Finance and Ministry for National Development graced the 2024 DOT Mother's Day Fundraising Gala



Mr Lam Chee Weng, CEO of Singapore Pools (Private) Limited receiving a Certificate of Appreciation (Gala Title Sponsor) from our Guest of Honour, Minister Indraneel Rajah



Years Ahead

To achieve our goals, DOT will concentrate on enhancing our organisational competencies in these four areas within the next two years:

Programmes & Services Innovation

With the initial success from piloting a self-assessment tool, Family Stoplight, DOT will be integrating a more robust and objective assessment framework into the client journey and case management framework. This will ensure that each client's journey remains tailored to their needs while services and support are in place to empower them.

DOT will also invest our reserves into pilots to ensure success in outcomes and impact prior to scaling. Innovation remains at the heart of DOT.

Impact Measurement

Ensuring the quality and relevance of services is paramount for DOT. Our Monitoring and Evaluation team structures a more deliberate and integrated approach to critically evaluate our programmes and services. This includes output, outcomes, short and long term impact measurements. The evaluation will also cut across all functions and stakeholders to provide insights on effectiveness and highlight areas for improvements.

DOT adopts a systematic approach to align our services with our mission and objectives, thereby enhancing our end user's satisfaction and achieving social impact that we strived for.

Sustainable Stakeholder Engagement

DOT develops position papers that articulate the sector's stance and strategic plans. In addition, mobilising support from a broader stakeholder base through partnerships and collaborations can significantly amplify the impact and reach of these initiatives, fostering a more inclusive and cooperative environment for serving our DOT's women and their families.

DOT aspires to be a trusted source of knowledge and generate actionable ideas to inspire positive change and innovation.

Strengthen Organisational Capabilities & Competencies

DOT is committed to nurturing leadership and management capabilities to underpin this growth, ensuring organisation's sustainable and impactful development. Enhancing our people's capabilities will lead to more innovative and effective workflows. Improving staff engagement will foster a collaborative environment where ideas can flourish.

Leveraging technology has been and will be DOT's key to improving productivity and knowledge management, enabling teams to work smarter and share information seamlessly while maintaining a person-centric approach.

Through these concerted efforts, DOT addresses the immediate needs and lays the groundwork for long-term resilience and adaptability in the community we serve. The commitment to continuous improvement and strategic planning positions DOT as a beacon of progress and a catalyst for positive change in the lives of the women and their families.

Governance Evaluation Checklist

S/N	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Partial	Work plan for Board Pulse in FY25	1
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5			2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversees the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting - refer to 2.9.b.	2.9d	Yes		2

Governance Evaluation Checklist

S/N	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Partial	Board KYC done by Corporate Secretary, Management KYC work plan for FY25	1
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial	E: work plan to be established in FY25; S: DOT's mission, G: Audit and Risk Committee	1
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2

Governance Evaluation Checklist

S/N	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

TOTAL SCORE: 73

PERCENTAGE: 96%

Notes:

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

* Volunteer: A person who willingly serves the charity without expectation of any remuneration.

* Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

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

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

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

Conflict of Interest

There are documented procedures for Board members and staff to declare actual or potential conflicts of interest. Board members and staff are expected to avoid actual and perceived conflicts of interest, where they have personal interest in business transactions or contracts that DOT may enter into, or have vested interest in other organisations that DOT has dealings with. They are expected to declare such interests as soon as possible, abstain from decision-making and not vote or participate in matters where they have a conflict of interest.

Whistleblowing Policy

This policy is intended to encourage Board members, staff (paid and volunteer) and others to report suspected or actual occurrence(s) of illegal, unethical or inappropriate events (behaviors or practices) without retribution.

The Whistleblower should promptly report the suspected or actual event to his/her supervisor, the Executive Director, or any Board member. The official email for any whistleblowing is Reporting@DaughtersOfTomorrow.org. This email is accessed by the Board President and members of the Audit & Risk Committee. Any report addressed to the Executive Director is to be sent to Empower@DaughtersOfTomorrow.org.

All reports involving fraud or illegal activities must be immediately informed to the DOT President and the Chair of the Audit Committee who will promptly act to investigate the report. For all other reports, supervisors, managers and/or Board members who receive the reports must ensure the prompt investigation and/or resolution of the issue.

The Whistleblower can report the event with his/her identity or anonymously. The Whistle blower shall receive no retaliation or retribution for a report that was provided in good faith – that was not done primarily with malice to damage another or the organization. A Whistleblower who makes a report that is not done in good faith is subject to discipline, including termination of the Board or employee relationship, or other legal means to protect the reputation of the organization and members of its Board and staff. Anyone who retaliates against the Whistleblower (who reported an event in good faith) will be subject to discipline, including termination of Board or employee status.

Crimes against person or property, such as assault, rape, burglary, etc., should immediately be reported to local law enforcement personnel. The Whistleblower shall receive a report within five business days of the initial report, regarding the investigation, disposition or resolution of the issue. If the investigation of a report, that was done in good faith and investigated by internal personnel, is not to the Whistleblower's satisfaction, then he/she has the right to report the event to the appropriate legal or investigative agency.

The identity of the Whistleblower, if known, shall remain confidential to those persons directly involved in applying this policy, unless the issue requires investigation by law enforcement, in which case members of the organization are subject to subpoena.

Reserves Policy

DOT has a Reserves, Funds & Investment Policy to provide clarity in the management of our reserves and to assure stakeholders that we are well-managed and have a strategy for building up reserves of up to two years that is, the unrestricted funds that are freely available for operating expenses, in order to ensure long-term sustainability.

DOT has in place processes and practices to ensure that all fundraising activities are honest, ethical and uphold the public's confidence in fundraising and charities. The Board ensures that all materials used for fundraising contain relevant and accurate information and do not contain any misrepresentation or material omission. DOT ensures that funds and donations are used in accordance with donors' intentions and the specific purpose as communicated when soliciting for donations. Processes are in place to ensure that donors' confidentiality is respected. Any information or records of donors are kept strictly confidential at all times.

DOT does not make loans or donations to any party, and has a conservative investor risk profile. DOT only invests in investment instruments that are principal guaranteed or assured, in the form of bank deposits.

DOT has disclosed its restricted funds in the Financial Statements, Note 11. Please refer to the Financial Statements for more information.

Media & Communication Policy

As a public-facing organisation, DOT recognises the benefit of media as an important tool of engagement, to communicate with the stakeholders and supporters.

It is important that the reputation of DOT, as well as its affiliated partners and government agencies, is not tarnished in any way by anyone using media tools inappropriately, particularly in relation to any content that directly references DOT. The staff are, therefore, expected to behave and express themselves appropriately and in a manner that is consistent with DOT's media communications guidelines.

Disclosures

No staff is involved in setting their own remuneration.

No board members received any remuneration from the charity.

The charity discloses that there are no paid staff who are close members of the family of the Executive Director or Board Member.

Total annual remuneration of the top three highest paid staff:

Remuneration Band (in \$100,000)	FY2023	FY2024
Less than \$100,000	3	2
\$100,000 - \$200,000	0	1

FINANCIAL STATEMENTS FOR THE
FINANCIAL YEAR ENDED
31 DECEMBER 2024

**Daughters Of
Tomorrow Limited**

DAUGHTERSOFTOMORROW.ORG

DAUGHTERS OF TOMORROW LIMITED

Company Registration Number: 201425430M

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2024

CONTENTS

PAGE

Directors' Statement	1 – 2
Independent Auditor's Report	3 – 5
Statement of Financial Activities	6
Balance Sheet	7
Statement of Cash Flows	8
Notes to the Financial Statements	9 – 29

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

DIRECTORS' STATEMENT

For the financial year ended 31 December 2024

The directors present their statement to the members together with the audited financial statements of Daughters of Tomorrow Limited (the "Company") for the financial year ended 31 December 2024.

1 OPINION OF THE DIRECTORS

In the opinion of the directors,

- (i) the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2024 and the financial performance, changes in funds and cash flows of the Company for the financial year then ended; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2 DIRECTORS

The directors at the date of this statement are:

Beth Hsiao-Tzu Berwick	(Appointed on 5 September 2024)
Chin Sau Ho	(Appointed on 6 November 2024)
Chin Lee Yen (Chen Liyan)	
Daniel Campion	
Ho Poh Wah	(Appointed on 1 April 2024)
Lee Schutz	
Von Leong	(Appointed on 27 January 2025)
Wiegleb Jennifer Ann	
Wong Teck Hui William	(Appointed on 1 June 2024)

3 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

The Company is limited by guarantee and has no share capital. As such, none of the directors holding office at the end of the financial year are a party to any arrangement whose object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in and debentures of, the Company or any other body corporate.

4 DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

The Company is limited by guarantee and has no share capital. None of the directors holding office at the end of the financial year had any interest in the share capital of the Company that is required to be reported pursuant to Section 201(6)(g) of the Singapore Companies Act 1967.

5 SHARE OPTIONS

As the Company is limited by guarantee and does not have a share capital, matters relating to the issue of shares or share options are not applicable.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

DIRECTORS' STATEMENT

For the financial year ended 31 December 2024

6 AUDITOR

Helmi Talib LLP has expressed its willingness to accept re-appointment as auditor.

On behalf of the Board of Directors

Signed by:



F00DE832F79E435...

CHIN LEE YEN

Director

Signed by:



97694A9B293F4AD...

DANIEL CAMPION

Director

Date: 21 May 2025

Helmi Talib LLP

Registration No. (UEN): T20LL1986E



133 Cecil Street, Keck Seng Tower
15-02 Singapore 069535
Tel: +65 6339 2776
Fax: +65 6339 6716
E-mail: enquiry@krestonhelmitalib.com.sg
Website: www.krestonhelmitalib.com.sg

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF DAUGHTERS OF TOMORROW LIMITED**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of DAUGHTERS OF TOMORROW LIMITED (the "Company"), which comprise the balance sheet as at 31 December 2024, and the statement of financial activities and statement of cash flows for the financial year then ended, and notes to the financial statements, including a material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standard in Singapore ("CAS"), so as to present fairly, in all material respects, the state of affairs of the Company as at 31 December 2024 and the results and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 - 2.

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

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

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

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and CAS, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

Helmi Talib LLP

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

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

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Helmi Talib LLP

Report on Other Legal and Regulatory Requirements

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

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

- (a) the use of donation moneys was not in accordance with the objectives of the Company as required under Regulation 11 (Use of donations) of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company has not complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

Signed by:



Helmi Talib LLP

266493B3BA2149F...

HELM TALIB LLP
Public Accountants and
Chartered Accountants

Singapore

Date: 21 May 2025

Partner-in-charge : Suriyati Mohamed Yusof
PA No. : 01627

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2024

	Note	<u>2024</u> \$	<u>2023</u> \$
<u>INCOME</u>			
Income from generated funds			
Voluntary income		2,267,967	2,670,103
Activities for generating funds		<u>830,873</u>	<u>487,040</u>
TOTAL INCOME	3	<u>3,098,840</u>	<u>3,157,143</u>
<u>EXPENDITURES</u>			
Cost of generating funds		195,555	141,657
Cost of charitable activities		1,420,038	1,005,962
Governance costs		<u>648,646</u>	<u>728,285</u>
TOTAL EXPENDITURES	3	<u>2,264,239</u>	<u>1,875,904</u>
NET INCOME FOR THE FINANCIAL YEAR	3	<u>834,601</u>	<u>1,281,239</u>
<u>RECONCILIATION OF FUNDS</u>			
Total funds brought forward		5,298,546	4,017,307
Net income for the financial year		<u>834,601</u>	<u>1,281,239</u>
	3	<u>6,133,147</u>	<u>5,298,546</u>

The accompanying accounting policies and explanatory notes form an integral part of these financial statements.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

BALANCE SHEET

As at 31 December 2024

	Note	<u>2024</u> \$	<u>2023</u> \$
ASSETS			
<u>Current assets</u>			
Cash and cash equivalents	6	6,035,529	5,304,953
Receivables	7	78,115	75,234
Total current assets		<u>6,113,644</u>	<u>5,380,187</u>
<u>Non-current asset</u>			
Plant and equipment	8	59,573	13,711
Total non-current asset		<u>59,573</u>	<u>13,711</u>
Total assets		<u>6,173,217</u>	<u>5,393,898</u>
LIABILITY			
<u>Current liability</u>			
Payables	9	40,070	95,352
Total current liability		<u>40,070</u>	<u>95,352</u>
Total liability		<u>40,070</u>	<u>95,352</u>
Net current assets		<u>6,073,574</u>	<u>5,284,835</u>
Net assets		<u>6,133,147</u>	<u>5,298,546</u>
FUNDS			
<u>Unrestricted fund</u>			
General fund	10	5,875,331	5,005,175
<u>Restricted funds</u>			
Social Mobility Program	11	400,349	248,618
IMDA Digital for Life	11	(49,167)	(30,225)
NCSS Tech and Go	11	22,655	18,406
Befrienders	11	-	29,103
Home Based Childminding	11	(116,021)	27,469
		<u>257,816</u>	<u>293,371</u>
Total funds		<u>6,133,147</u>	<u>5,298,546</u>

The accompanying accounting policies and explanatory notes form an integral part of these financial statements.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2024

	Note	<u>2024</u> \$	<u>2023</u> \$
Cash flows from operating activities			
Net income for the financial year		834,601	1,281,239
Adjustment for:			
Depreciation of plant and equipment	8	14,280	15,217
Interest income	3	<u>(72,230)</u>	<u>(88)</u>
Total adjustments to profit or loss		<u>(57,950)</u>	<u>15,129</u>
Total operating cash flows before changes in working capital		776,651	1,296,368
Changes in working capital			
Increase in receivables		(2,881)	163,396
Increase in payables		<u>(55,282)</u>	<u>(168,970)</u>
Total changes in working capital		<u>(58,163)</u>	<u>(5,574)</u>
Cash flows from operations		718,488	1,290,794
Interest received		<u>72,230</u>	<u>88</u>
Net cash flows from operating activities		<u>790,718</u>	<u>1,290,882</u>
Cash flows from investing activity			
Purchase of plant and equipment		<u>(60,142)</u>	-
Cash flows used in investing activity		<u>(60,142)</u>	-
Net increase in cash and cash equivalents		730,576	1,290,882
Cash and cash equivalents at the beginning of financial year		<u>5,304,953</u>	<u>4,014,071</u>
Cash and cash equivalents at the end of financial year	6	<u>6,035,529</u>	<u>5,304,953</u>

The accompanying accounting policies and explanatory notes form an integral part of these financial statements.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

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

1 GENERAL INFORMATION

Daughters of Tomorrow Limited (the "Company"), a company limited by guarantee, is domiciled and incorporated in Singapore on 28 August 2014. The Company's registered office and principal place of business is at 21 Bedok North Street 1, #03-01 Common Ground Civic Centre, Singapore 469659.

The Company is a charity registered under the Charities Act since 19 March 2015 and has been accorded an Institution of a Public Character ("IPC"). The current IPC license runs from 9 January 2024 to 8 April 2026.

The principal activities of the Company are to empower low-income, under-privileged and disadvantaged women with skills training, job bridging, back to work support and help them achieve financial self-sufficiency. There have been no significant changes in the nature of these activities during the financial year.

The financial statements of the Company for the financial year ended 31 December 2024 were authorised for issue in accordance with a resolution by the directors as at date of the Directors' Statement.

2 MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements are prepared in accordance with Charities Accounting Standard ("CAS") issued by the Singapore Accounting Standards Council and the disclosure requirements of the Singapore Companies Act 1967 and Charities Act 1994.

The financial statements are prepared under the historical cost basis, except as disclosed in the accounting policies below.

The preparation of financial statements requires the use of estimates, assumptions and judgements that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the financial year. These estimates are based on management's best knowledge of current events, actual results may ultimately differ from those estimates. The management is of the opinion that there are no significant judgements made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The financial statements are presented in Singapore Dollar ("S\$"), which is the Company's functional currency.

2.2 Changes in accounting policies

The accounting policies have been consistently applied by the Company and are consistent with those used in the previous financial year.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)**2.3 Plant and equipment**

Plant and equipment are stated at cost less accumulated depreciation.

The cost of plant and equipment initially recognised includes its purchase price and any directly attributable costs of bringing the plant and equipment to working condition for its intended use. Subsequent expenditure relating to plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in statement of financial activities when incurred.

Depreciation is calculated on a straight-line basis to allocate the cost of the assets less residual values over their estimated useful lives. The estimated useful lives are as follows:

	<u>Years</u>
CRM system	- 5
Computer	- 2 - 3
Furniture and fittings	- 5
Office equipment	- 3
Renovation	- 5

The residual values, useful life and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of plant and equipment.

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in statement of financial activities in the year the asset is derecognised.

2.4 Financial assets

Financial assets are any asset that is either cash or equity instrument of another entity of which the Company has a contractual right:

- To receive cash or another financial asset from another entity; or
- To exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the Company.

Financial assets are recognised on the balance sheet when, and only when the Company becomes a party to the contractual provisions of the financial instrument.

Financial assets are measured initially at the transaction price excluding transaction costs, if any. Transaction costs shall be recognised as expenditure in the statement of financial activities as incurred. Subsequent to initial measurement, financial assets are measured at cost less any accumulated impairment losses.

The Company classifies its financial assets into the following categories:

(a) Receivables

Receivables include donations receivables and deposits. Deposits are placed for the rental of premises and use of utilities and will be refunded when facilities are returned or cancelled. Donations receivables are recognised as income for the year but received subsequent to the financial year end.

DAUGHTERS OF TOMORROW LIMITED*Company Registration No.: 201425430M***NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 December 2024***2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)****2.4 Financial assets (Continued)**

The Company classifies its financial assets into the following categories: (Continued)

(b) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and fixed deposits.

2.5 Impairment of financial assets

At the end of each reporting period, the Company assesses whether there is objective evidence of impairment of its financial assets. If there is objective evidence of impairment (including significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates), the Company recognises an impairment loss (i.e. expenditure) immediately in the statement of financial activities.

Objective evidence that a financial asset or group of financial assets is impaired includes observable data that comes to the attention of the Company about the following loss events:

- (i) Significant financial difficulty of the debt/bond issuer or obligor.
- (ii) A breach of contract, such as a default or delinquency in interest or principal payments.
- (iii) The creditor, for economic or legal reasons relating to the debtor's financial difficulty, granting to the debtor a concession that the creditor would not otherwise consider.
- (iv) It has become probable that the debtor will enter bankruptcy or other financial re-organisation.
- (v) Observable data indicating that there has been a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition of those assets, even though the decrease cannot yet be identified with the individual financial assets in the group, such as adverse national or local economic conditions or adverse changes in industry conditions.

The impairment loss is recognised in the statement of financial activities whenever carrying amount of the financial asset is lesser than the undiscounted future cash flows (excluding unearned interest in the case of an interest-bearing financial asset) that the Company expects to receive from the financial asset.

An impairment loss is only reversed to the extent that the assets' carrying amount of the financial asset (net of any allowance account) that exceeds what the carrying amount would have been had the impairment not previously been recognised. The Company recognises the amount of the reversal in the statement of financial activities immediately.

2.6 Cash and Bank balances

Cash and cash equivalents comprise cash at banks and bank deposits which are subject to insignificant risks of changes in value. Cash equivalents are stated at amounts at which they are convertible into cash.

Cash at bank and short-term deposits which are held to maturity are carried at amortised cost.

For the purpose of the statement of cash flows, fixed deposit with original maturities over 3 months is excluded from cash and cash equivalents.

DAUGHTERS OF TOMORROW LIMITED*Company Registration No.: 201425430M***NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 December 2024***2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)****2.7 Financial liabilities**

Financial liabilities are any liability that is a contractual obligation by the Company to:

- Deliver cash or another financial asset to another entity; or
- Exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the Company.

Financial liabilities include payables, other than accruals, and are recognised at their transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transaction costs are recognised as expenditure in the statement of financial activities as incurred. Accruals are recognised at the best estimate of the amount payable.

2.8 Provisions

Provisions are recognised when the Company has a present obligation (legal or constructive) which exists as a result of a past event, it is probable (i.e. more likely than not) that a transfer of economic benefits in settlement will be required, and the amount of the obligation can be estimated reliably. The amount of provision recognised shall be the best estimate of the expenditure required to settle the obligation at the reporting date. The best estimate of the expenditure required to settle the obligation is the amount that the Company would rationally pay to settle the obligation at the reporting date or to transfer it to a third party.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation at that reporting date. Any adjustments to the amounts previously recognised shall be recognised as expenditure in the statement of financial activities unless the provision was originally recognised as part of the cost of an asset.

2.9 Income recognition

Income is recognised in the statement of financial activities when the effect of a transaction or other event results in an increase in the Company's net assets. This normally arises when there is control over the rights or other access to the resources, enabling the Company to determine its future application, virtually certain that income will be received and the amount of the income can be measured with sufficient reliability.

The following specific recognition criteria must also be met before income is recognised:

(a) Income from generated funds

Voluntary income in the form of donations are recognised when received.

Grant income from National Council of Social Service ("NCSS") are recognised as income according to the conditions of the funding agreement. The grant is recognised as income on a systematic basis over the period in which the Company recognises the expenses and related costs for which the grants are intended to compensate.

(b) Activities for generating funds

Comprise of programme income and fundraising events. These are recognised as income according to the terms of the relevant agreements, on an accrual basis.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)**2.10 Expenditures**

All expenditures are accounted for on an accrual basis, aggregated under the respective areas as soon as there is a legal or constructive obligation committing the Company to make payment. Direct costs are attributed to the activity where possible. Where costs cannot be wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

(a) Costs of generating funds

These costs are directly attributable to the fund-raising activities, separate from those costs incurred in undertaking charitable activities.

(b) Charitable activities

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the Company. The total costs of charitable expenditure include an apportionment of overhead and shared costs.

(c) Governance costs

These costs include costs of preparation and examination of the Company's accounts, costs of governing board meetings and cost of any legal advice on governance or constitutional matters.

2.11 Operating leases

The lease payments under an operating lease shall be recognised on a straight-line basis over the lease term even if the payments are not made on such a basis, unless another systematic and rational basis is more representative of the time pattern of the lessee's benefit.

Incentives to sign an operating lease, in whatever form they may take, shall be spread by the lessee on a straight-line basis over the lease term.

2.12 Employee benefits*Defined contribution plans*

As required by law, the Company makes contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

2.13 Funds**(a) Unrestricted fund**

Unrestricted fund comprises general fund. General funds are used for the general purposes of the Company as set out in its governing document. If part of an unrestricted fund is earmarked for a particular project, it may be designated as a separate fund (known as 'designated fund') but the designation has an administrative purpose only and does not legally restrict the management's discretion to apply the fund.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

2.13 Funds (Continued)

(b) Restricted funds

Restricted funds are funds subject to specific funded programmes by government and charity bodies, but still within the wider objects of the Company.

Restricted funds may only be utilised in accordance with the purposes established by the sources of such funds and are in contrast with unrestricted fund over which the management retains full control to use in achieving its institutional purposes.

2.14 Related party

Related party includes all of the following:

- (a) A person or a close member of that person's family is related to the Company if that person:
 - (i) has control or joint control over the Company;
 - (ii) has significant influence over the Company; or
 - (iii) is a governing board member, trustee or member of the key management personnel of the Company or of a parent of the Company.

- (b) An entity is related to the Company if any of the following conditions applies:
 - (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) the entity is an associate or joint venture of the Company (or an associate or joint venture of a member of a group of which the Company is a member) and vice versa;
 - (iii) the entity and the Company are joint ventures of the same third party;
 - (iv) the entity is a joint venture of a third entity and the Company is an associate of the third entity and vice versa;
 - (v) the entity is controlled or jointly controlled by a person identified in (a); and
 - (vi) a person identified in (a)(i) has significant influence over the entity or is a governing board member, trustee or member of the key management personnel of the entity (or of a parent of the entity).

- (c) Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the Company and include:
 - (i) that person's children and spouse or domestic partner;
 - (ii) children of that person's spouse or domestic partner; and
 - (iii) dependants of that person or that person's spouse or domestic partner.

- Intentionally left blank -

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	Restricted Funds										Total funds
	Unrestricted fund	Social Mobility Program	Employment Support	IMDA Digital Life	Tech and Go	NCSS	NCSS TSS	Befrienders	Home Based Childminding	Broaden Horizon	
2024	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME											
Income from generated funds											
Voluntary income											
Donations											
- General	2,008,831	-	-	-	-	-	-	-	-	-	2,008,831
Grants											
- Government incentives	39,762	-	-	30,062	4,762	(23,700)	-	-	-	-	50,886
Others											
- Interest income	72,230	-	-	-	-	-	-	-	-	-	72,230
- Donation-in-Kind	135,080	-	-	-	-	-	-	-	-	-	135,080
- Other	940	-	-	-	-	-	-	-	-	-	940
	<u>2,256,843</u>	<u>-</u>	<u>-</u>	<u>30,062</u>	<u>4,762</u>	<u>(23,700)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>11,124</u>	<u>2,267,967</u>
Activities for generating funds											
Programme income	11,527	-	-	-	-	-	-	-	-	-	11,527
Fundraising events	378,619	394,727	46,000	-	-	-	-	-	-	440,727	819,346
	<u>390,146</u>	<u>394,727</u>	<u>46,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>440,727</u>	<u>830,873</u>
TOTAL INCOME	<u>2,646,989</u>	<u>394,727</u>	<u>46,000</u>	<u>30,062</u>	<u>4,762</u>	<u>(23,700)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>451,851</u>	<u>3,098,840</u>

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund	Restricted Funds							Total funds		
		Social Mobility Program	Employment Support	IMDA Digital for Life	Tech and Go	NCSS	NCSS TSS	Befrienders		Home Based Childminding	Broaden Horizon
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2024 (Continued)											
EXPENDITURES											
Cost of generating funds											
Communication collateral costs	140,567	-	-	-	-	-	-	-	-	-	140,567
Fundraising events	48,929	-	-	-	-	-	-	-	-	-	48,929
Event set-up costs	-	-	-	-	-	-	-	-	-	-	-
Fundraising communication costs	-	-	-	-	-	-	-	-	-	-	-
Online donation portal admin charges	6,059	-	-	-	-	-	-	-	-	-	6,059
	<u>195,555</u>	-	-	-	-	-	-	-	-	-	<u>195,555</u>

- Intentionally left blank -

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund	Restricted Funds										Total funds	
		General fund	Social Mobility Program	Employment Support	IMDA Digital for Life	Tech and Go	NCSS	NCSS ISS	Befrienders	Home Based Childminding	Broaden Horizon		Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2024 (Continued)													
EXPENDITURES													
(Continued)													
Cost of charitable activities													
Events - Program	13,205	-	-	-	-	-	-	-	-	-	-	-	13,205
External workshop	781	-	-	-	-	-	-	-	399	-	-	-	1,180
Financial support costs	5,852	-	-	-	-	-	-	-	-	-	-	-	5,852
Gifts and trophies costs	822	-	-	-	-	-	-	-	-	-	-	-	822
Honorarium for beneficiaries	70	-	-	-	-	-	-	-	-	-	-	-	70
Insurance	1,097	-	-	-	-	-	-	-	648	-	-	-	1,745
Postage and courier	12	-	-	-	-	-	-	-	-	-	-	-	12
Printing and stationery	4,037	-	-	-	-	-	-	-	-	-	-	-	4,037
Program communication collateral	600	-	-	-	-	-	-	-	-	-	-	-	600
Program expenses	209,405	153,200	-	-	-	-	-	-	20,416	-	-	-	383,021
Refreshment and meals	5,129	-	-	-	-	-	-	-	49	-	-	-	5,178
Rental - Workshop Space	4,593	-	-	-	1,164	-	-	-	-	-	-	-	5,757
Rewards and incentives	-	-	-	-	-	-	-	-	-	-	-	-	-
Training and development	6,344	-	-	-	-	-	-	-	-	-	-	-	6,344
Transportation - local	8,892	-	-	-	-	-	-	-	684	-	-	-	9,576
Staff costs	681,460	56,942	46,000	47,840	-	-	-	29,103	121,294	-	-	301,179	982,639
	942,299	210,142	46,000	49,004	-	-	-	29,103	143,490	-	-	477,739	1,420,038

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Restricted Funds										Total funds
	Unrestricted fund	Social Mobility Program	Employment Support	IMDA Digital Life	Tech and Go	NCSS ISS	Befrienders	Home Based Childminding	Broaden Horizon	Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2024 (Continued)											
EXPENDITURES											
(Continued)											
Governance costs											
Auditors' remuneration	4,672	-	-	-	-	-	-	-	-	-	4,672
Bank charges	623	-	-	-	-	-	-	-	-	-	623
Depreciation	13,767	-	-	-	513	-	-	-	-	513	14,280
IT / software subscription	11,169	16,754	-	-	-	-	-	-	-	16,754	27,923
Legal and professional	29,074	-	-	-	-	-	-	-	-	-	29,074
Membership subscriptions	532	-	-	-	-	-	-	-	-	-	532
Office rental	55,972	-	-	-	-	-	-	-	-	-	55,972
Other expenses	525	-	-	-	-	-	-	-	-	-	525
Recruitment	12,909	-	-	-	-	-	-	-	-	-	12,909
Repairs & maintenance costs	971	-	-	-	-	-	-	-	-	-	971
Staff costs	485,065	16,100	-	-	-	-	-	-	-	16,100	501,165
	615,279	32,854	-	-	513	-	-	-	-	33,367	648,646
TOTAL EXPENDITURES	1,753,133	242,996	46,000	49,004	513	-	29,103	143,490	-	511,106	2,264,239
NET INCOME/ (EXPENDITURES)	893,856	151,731	-	(18,942)	4,249	(23,700)	(29,103)	(143,490)	-	(59,255)	834,601
Gross transfers between funds	(23,700)	-	-	-	-	23,700	-	-	-	23,700	-
Net movement in funds	870,156	151,731	-	(18,942)	4,249	-	(29,103)	(143,490)	-	(35,555)	834,601
Total funds brought forward	5,005,175	248,618	-	(30,225)	18,406	-	29,103	27,469	-	293,371	5,298,546
Total funds carried forward	5,875,331	400,349	-	(49,167)	22,655	-	-	(116,021)	-	257,816	6,133,147

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund	Restricted fund						Total funds		
	General fund	Social Mobility Program	Employment Support	IMDA Digital for Life	NCSS Tech and Go	NCSS TSS	Befrienders		Home Based Childminding	Broaden Horizon
2023	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
INCOME										
Income from generated funds										
Voluntary income										
Donations										
- General	2,252,672	280,934	-	-	-	-	-	-	-	280,934
Grants										
- Government incentives	59,759	-	-	12,136	46,406	18,108	-	-	-	76,650
Others										
- Interest income	88	-	-	-	-	-	-	-	-	88
- Donation-in-Kind	-	-	-	-	-	-	-	-	-	-
- Other	-	-	-	-	-	-	-	-	-	-
	<u>2,312,519</u>	<u>280,934</u>	<u>-</u>	<u>12,136</u>	<u>46,406</u>	<u>18,108</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>357,584</u>
Activities for generating funds										
Programme income	16,000	-	-	-	-	-	-	-	-	-
Fundraising events	245,428	100,000	125,612	-	-	-	-	-	-	225,612
	<u>261,428</u>	<u>100,000</u>	<u>125,612</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>225,612</u>
TOTAL INCOME	<u>2,573,947</u>	<u>380,934</u>	<u>125,612</u>	<u>12,136</u>	<u>46,406</u>	<u>18,108</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>583,196</u>
										<u>3,157,143</u>

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund	Restricted fund							Total funds	
	General fund	Social Mobility Program	Employment Support	IMDA Digital for Life	Tech and Go	NCSS ISS	Befrienders	Home Based Childminding		Broaden Horizon
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2023 (Continued)										
EXPENDITURES										
Cost of generating funds										
Communication collateral costs	50,556	-	-	-	-	-	-	-	-	50,556
Fundraising events	-	-	-	-	-	-	-	-	-	-
Event set-up costs	72,673	2,074	-	-	-	-	-	-	-	74,747
Fundraising communication costs	10,786	-	-	-	-	-	-	-	-	10,786
Online donation portal admin charges	5,568	-	-	-	-	-	-	-	-	5,568
	139,583	2,074	-	-	-	-	-	-	-	141,657

- Intentionally left blank -

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund		Restricted fund						Total funds
	General fund	Social Mobility Program	IMDA Digital for Life	NCSS Tech and Go	NCSS ISS	Befrienders	Home Based Childminding	Broaden Horizon	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
2023 (Continued)									
EXPENDITURES									
(Continued)									
Cost of charitable activities									
Events - Program	-	-	-	-	-	-	-	-	-
External workshop	-	-	-	-	-	-	-	-	5,070
Financial support costs	-	-	-	-	-	-	1,088	-	28,552
Gifts and trophies costs	-	-	-	-	-	-	-	-	1,431
Honorarium for beneficiaries	-	-	-	-	-	-	-	-	2,320
Insurance	1,908	-	-	-	-	-	-	-	1,909
Postage and courier	-	-	-	-	-	-	-	-	743
Printing and stationery	4,219	-	-	-	-	-	-	-	4,219
Program communication collateral	-	-	-	-	-	-	-	-	-
Program expenses	71,633	24,678	-	-	-	-	-	-	68,280
Refreshment and meals	-	-	-	-	-	-	-	-	13,658
Rental - Workshop Space	-	-	-	-	-	-	-	-	13,315
Rewards and incentives	-	-	-	-	-	-	-	-	9,875
Training and development	-	-	-	-	-	-	-	-	7,844
Transportation - local	-	-	-	-	-	440	-	-	4,397
Staff costs	228,390	105,564	198,221	42,361	42,105	143,462	6,486	538,199	766,589
	306,150	130,242	333,628	42,361	42,545	144,550	6,486	699,812	1,005,962

DAUGHTERS OF TOMORROW LIMITED
 Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS
 For the financial year ended 31 December 2024

3 DETAILED STATEMENT OF FINANCIAL ACTIVITIES (Continued)

	Unrestricted fund		Restricted fund						Total funds	
	General fund	Social Mobility Program	Employment Support	IMDA Digital for Life	NCSS Tech and Go	NCSS ISS	Befrienders	Home Based Childminding		Broaden Horizon
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2023 (Continued)										
EXPENDITURES										
(Continued)										
Governance costs										
Auditors' remuneration	8,316	-	-	-	-	-	-	-	-	8,316
Bank charges	7,801	-	-	-	-	-	-	-	-	7,801
Depreciation	15,217	-	-	-	-	-	-	-	-	15,217
IT / software subscription	20,234	-	-	-	28,000	-	-	-	-	48,234
Legal and professional	34,776	-	-	-	-	-	-	-	-	34,776
Membership subscriptions	150	-	-	-	-	-	-	-	-	150
Office rental	48,173	-	-	-	-	-	-	-	-	48,173
Other expenses	1,075	-	-	-	-	-	-	-	-	1,075
Recruitment	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance costs	3,605	-	-	-	-	-	-	-	-	3,605
Staff costs	542,830	-	-	-	-	18,108	-	-	-	560,938
	682,177	-	-	-	28,000	18,108	-	-	-	728,285
TOTAL EXPENDITURES	1,127,910	132,316	333,628	42,361	28,000	18,108	42,545	144,550	6,486	1,875,904
NET INCOME/ (EXPENDITURES)	1,446,037	248,618	(208,016)	(30,225)	18,406	-	(42,545)	(144,550)	(6,486)	1,281,239
Gross transfers between funds	(208,016)	-	208,016	-	-	-	-	-	-	208,016
Net movement in funds	1,238,021	248,618	-	(30,225)	18,406	-	(42,545)	(144,550)	(6,486)	1,281,239
Total funds brought forward	3,767,154	-	-	-	-	-	71,648	172,019	6,486	4,017,307
Total funds carried forward	5,005,175	248,618	-	(30,225)	18,406	-	29,103	27,469	-	5,298,546

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

4 RELATED PARTY DISCLOSURES

The following are significant transactions between the Company and related parties that took place during the financial year. The effects of these transactions are reflected in the financial statements on the basis determined between the parties.

(a) Related party transactions

	<u>2024</u>	<u>2023</u>
	\$	\$
<i>Directors</i>		
General donations	28,830	21,722

(b) Remuneration of key management personnel

	<u>2024</u>	<u>2023</u>
	\$	\$
Salaries and related costs	108,270	131,942
Employer's contributions to CPF	15,912	21,817
	<u>124,182</u>	<u>153,759</u>

Key management personnel is the Executive Director, who have authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

There is only one key management personnel receiving remuneration exceeding \$100,000 (2023: Nil)

The Board of Directors did not receive any remuneration from the Company during the financial year (2023: Nil).

5 STAFF COSTS

	<u>2024</u>	<u>2023</u>
	\$	\$
Salaries, bonuses and allowances	1,268,021	1,162,873
Employer's contributions to CPF and SDF	197,967	148,843
Other benefits	17,816	15,811
	<u>1,483,804</u>	<u>1,327,527</u>

The staff costs were allocated as follows:

	<u>2024</u>	<u>2023</u>
	\$	\$
Cost of charitable activities	982,639	766,589
Governance costs	501,165	560,938
	<u>1,483,804</u>	<u>1,327,527</u>

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

5 STAFF COSTS (Continued)

There are no staff receiving remuneration exceeding \$100,000 during the financial year.

6 CASH AND CASH EQUIVALENTS

	<u>2024</u>	<u>2023</u>
	\$	\$
Fixed deposits	4,910,000	1,500,000
Cash at bank	1,125,529	3,804,953
	<u>6,035,529</u>	<u>5,304,953</u>

Cash at bank is held in non-interest bearing account.

The Company places excess cash on short term deposit for a period of 1 year.

Fixed deposits earns interest at rates ranging from 1.68% to 3.30% (2023: 3% to 3.9%) per annum.

For the purpose of the statement of cash flows, cash and cash equivalents comprise the balances as shown above.

7 RECEIVABLES

	<u>2024</u>	<u>2023</u>
	\$	\$
Donation receivable	70,015	67,134
Deposits	8,100	8,100
	<u>78,115</u>	<u>75,234</u>

- Intentionally left blank -

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

8 PLANT AND EQUIPMENT

	<u>CRM System</u>	<u>Computer</u>	<u>Furniture and fittings</u>	<u>Office equipment</u>	<u>Renovation</u>	<u>Total</u>
	\$	\$	\$	\$	\$	\$
<u>Cost</u>						
At 1 January 2023 and 31 December 2023	33,170	28,696	1,925	500	19,367	83,658
Additions	-	60,142	-	-	-	60,142
At 31 December 2024	<u>33,170</u>	<u>88,838</u>	<u>1,925</u>	<u>500</u>	<u>19,367</u>	<u>143,800</u>
<u>Accumulated depreciation</u>						
At 1 January 2023	27,089	21,036	1,909	500	4,196	54,730
Charge during the financial year	6,081	5,246	16	-	3,874	15,217
At 31 December 2023	<u>33,170</u>	<u>26,282</u>	<u>1,925</u>	<u>500</u>	<u>8,070</u>	<u>69,947</u>
Charge during the financial year	-	10,407	-	-	3,873	14,280
At 31 December 2024	<u>33,170</u>	<u>36,689</u>	<u>1,925</u>	<u>500</u>	<u>11,943</u>	<u>84,227</u>
<u>Net carrying amount</u>						
At 31 December 2023	-	2,414	-	-	11,297	13,711
At 31 December 2024	<u>-</u>	<u>52,149</u>	<u>-</u>	<u>-</u>	<u>7,424</u>	<u>59,573</u>

The depreciation charges were allocated as follows:

	<u>2024</u>	<u>2023</u>
	\$	\$
Governance costs	<u>14,280</u>	<u>15,217</u>

9 PAYABLES

	<u>2024</u>	<u>2023</u>
	\$	\$
Accrued operating expenses	<u>40,070</u>	<u>95,352</u>

10 UNRESTRICTED FUND*General fund*

This fund represents the accumulated income for meeting the operating expenses of the Company. Transfers are allowed with authorisation and approval of the directors.

Transfers of funds amounting to \$23,700 from General fund to NCSS Transformation Support Scheme ("NCSS TSS") (2023: \$208,016 from General fund to Employment Support fund) have been approved by the directors to cover the cumulative operating deficits of the restricted funds during the financial year.

DAUGHTERS OF TOMORROW LIMITED*Company Registration No.: 201425430M***NOTES TO THE FINANCIAL STATEMENTS***For the financial year ended 31 December 2024***11 RESTRICTED FUNDS**

Fund balances restricted by outside sources are indicated and are distinguished from unrestricted fund allocated to specific purposes, if any, by action of the management. Externally restricted funds may only be utilised in accordance with the purposes established by the source of such funds or through the terms of an appeal and are in contrast with unrestricted fund over which management retains full control to use in achieving any of its institutional purposes.

Restricted funds comprise:

(a) Social Mobility Program ("SMP")

SMP is an in-house research programme that aims to explore which kinds of support help women achieve stability in their lives, leading to improved well-being. Women enrolled in this programme will receive one of two interventions:

- (i) income support which contributes towards more financial stability, or
- (ii) coaching support to create agency and accountability for the women to improve their wellbeing.

(b) Employment Support

Employment Support is a suite of programs and services to curate an environment for women to gain confidence, soft skills, and technical skills like DOT Confidence Curriculum, IT Literacy, Financial Literacy, industry training and career coaching to pave their journey towards re-entering the workforce, thus facilitating their own upward social mobility journeys.

(c) Infocomm Media Development Authority ("IMDA") - Digital for Life

Digital for Life fund is established as IMDA's flagship fund under the Digital for Life movement. The fund supports activities that expand the Company women's digital access and keep pace with technological transformation.

(d) National Council of Social Service ("NCSS") - Tech and Go

The Tech-and-GO initiative by the NCSS empowers Social Service Agencies ("SSAs") with digital solutions. It provides grants, advisory services, and IT consultancy to enhance productivity, operational efficiency, governance, and management capabilities through technology implementation.

(e) NCSS - Transformation Sustainability Scheme ("TSS")

The NCSS has granted the Company with funding under the TSS to strengthen organisational capabilities to attract and retain talent.

(f) Befrienders

The Befriender programme recruits, trains and deploys volunteer befrienders to provide social and emotional support for clients for at least 6 months. Befrienders also support the Company's staff in conducting assessments and introduce relevant community resources to clients. More than 150 befrienders are actively engaged with clients at any given time.

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

11 RESTRICTED FUNDS (Continued)**(g) Home Based Childminding ("HBC")**

The programme aims to support parents in achieving stability, self-reliance, and ultimately social mobility by providing after-hours childminding services to allow parents to seek employment opportunities or to go for skills training. Childminders are recruited from the community, screened, trained and matched with users with the intended outcomes to provide affordable childminding and enhanced psychosocial development for young children.

(h) Broaden Horizons

The program empowers young women by providing them with:

- Access to better-paying job opportunities in MNCs and office-based roles
- Potential for career growth
- Professional support and guidance

This program aims to bridge the gender gap, enhance economic prospects, and foster personal development with a career trajectory towards management roles.

12 INCOME TAX

The Company is registered as a charity under the Charities Act 1994. As an approved charity, it is exempted from income tax under Section 13(1) of the Income Tax Act.

13 TAX DEDUCTIBLE RECEIPTS

Tax deductible receipts issued by the Company for donations received during the financial year, pursuant to its Institutions of a Public Character ("IPC") status, are recorded as follows:

	<u>2024</u>	<u>2023</u>
	\$	\$
Fundraising income	795,260	471,040
General donations	302,562	1,000,255
	<u>1,097,822</u>	<u>1,471,295</u>

14 OPERATING LEASE COMMITMENT

The Company has entered into an operating lease agreements on its office premises. The lease has an initial term of one year with an additional three-year extension option that is contingent upon certain conditions being met. As at the reporting date, the Company has commitment for future minimum lease payments under non-cancellable operating leases as follows:

	<u>2024</u>	<u>2023</u>
	\$	\$
Not later than one year	<u>12,150</u>	<u>44,550</u>

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

15 DONATIONS-IN-KIND

The following items of donations-in-kind are captured in the statement of financial activities of the Company:

	<u>2024</u>	<u>2023</u>
	\$	\$
LindkedIn advertisement credit	81,080	-
Laptops	54,000	-
	<u>135,080</u>	<u>-</u>

The Company did not receive any donations-in-kind in 2023.

16 RESERVE POSITION AND POLICY

The Company's reserve position for the financial years ended 31 December 2024 and 2023 is as follows:

	<u>2024</u>	<u>2023</u>
	\$	\$
A Unrestricted fund		
General fund	5,875,331	5,005,175
B Restricted funds		
Restricted funds	257,816	293,371
C Total funds	6,133,147	5,298,546
D Total annual operating expenditure	2,264,239	1,875,904
E Ratio of funds to annual operating expenditure (A/D)	2.59	2.67

Reference:

C – Total funds include unrestricted, restricted or designated and endowment funds.

D – Total annual operating expenditure includes expenses related to cost of generating funds, cost of charitable activities, and governance costs.

The reserve policy of the Company is to build a minimum operating reserve fund equal to 12 months of average recurring operating costs. In addition to calculating the actual operating reserve at the fiscal year end, the minimum operating reserve fund will be reported to the Board of Directors and included in the regular financial reports.

- Intentionally left blank -

DAUGHTERS OF TOMORROW LIMITED

Company Registration No.: 201425430M

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

17 FUND-RAISING*(a) Fund-raising appeals*

During the financial year, the Company has received a total amount of \$2,828,177 (2023: \$3,004,646) in donations arising from public fund-raising activities.

(b) Fund-raising efficiency ratio

	<u>2024</u>	<u>2023</u>
	\$	\$
Fund-raising expenses	374,723	324,175
Fund-raising income	2,828,177	3,004,646
Percentage of fund-raising expenses to fund-raising income	<u>13%</u>	<u>11%</u>



Daughters Of Tomorrow Limited (DOT), incorporated as a Company Limited by Guarantee on 28/08/2014, has been registered as a charity under the Charities Act (Chapter 37) since 19/03/2015.

DOT has been accorded IPC (Institution of a Public Character) status.
Current status: 09/01/2024 to 08/04/2026

The charity operates under a Constitution Memorandum and Articles of Association (M&AA) as its governing instrument.

Auditor: Helmi Talib LLP

Bankers: DBS Bank and Maybank

UEN: 201425430M

Registered Address: Common Ground Civic Centre, 21 Bedok North Street 1, #03-01, Singapore 469659

E: Empower@DaughtersOfTomorrow.org