

DHARMA DRUM (SINGAPORE)
(Unique Entity Number: T04SS0012C)
(Registered under the Societies Act 1966 and Charities Act 1994)

(Incorporated in the Republic of Singapore)

ANNUAL REPORT FOR THE YEAR ENDED
31 MAY 2025

LOUISE NEO & COMPANY
Public Accountants and
Chartered Accountants of Singapore
Registration no.: T05PF0864K
10 Anson Road #12-04 International Plaza Singapore 079903
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DHARMA DRUM (SINGAPORE)

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STATEMENT BY MANAGEMENT COMMITTEE MEMBERS

We, Gao Dehui (President), Wong Chin Loon (Treasurer) and Sun Hsiu Mei (Secretary), do hereby state that, in the opinion of the Management Committee:

- (a) the accompanying statement of financial position, statement of financial activities, statement of changes in funds and statement of cash flows together with the notes thereon are drawn up in accordance with the provisions of the Societies Act 1966, the Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the financial position of Dharma Drum (Singapore) (the "Society") as at 31 May 2025 and of its financial activities, changes in funds and cash flows of the Society for the financial year then ended, and
- (b) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due.

On behalf of Management Committee



Gao Dehui
President



Wong Chin Loon
Treasurer



Sun Hsiu Mei
Secretary

Singapore, 31 AUG 2025



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DHARMA DRUM (SINGAPORE)

Report on the Audit of the Financial Statements

Opinion

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

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

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (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 Society in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management committee is responsible for the other information. The other information comprises the Statement by Management Committee Members set out on page 1.

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.



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DHARMA DRUM (SINGAPORE)

Responsibility of Management Committee for the Financial Statements

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

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

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

Auditor's Responsibility 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 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DHARMA DRUM (SINGAPORE)

Auditor's Responsibility for the Audit of the Financial Statements (Continued)

- Conclude on the appropriateness of Management Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- 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 Management Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

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

LOUISE NEO & COMPANY
Public Accountants and
Chartered Accountants

Singapore, 31 AUG 2025

DHARMA DRUM (SINGAPORE)**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

	2025	2024
	\$	\$
Income		
Income from generated funds		
Voluntary income - unrestricted	956,830	593,126
Voluntary income - restricted	32,201	58,290
Other income - unrestricted	61,531	60,088
Other Income - restricted	72,845	66,088
	<u>1,123,407</u>	<u>777,592</u>
Income from charitable activities	340,305	265,678
Total Income	<u>1,463,712</u>	<u>1,043,270</u>
Expenditures		
Costs of generating funds		
Opening inventories	9,126	8,232
Purchases	19,347	15,163
Inventory written off	-	(445)
Closing inventories	(10,824)	(9,126)
Costs of goods sold	<u>17,649</u>	<u>13,824</u>
Total cost of generating funds	(17,649)	(13,824)
Charitable expenses (Page 6)	(89,361)	(74,063)
Governance costs (Page 6)	(8,078)	(7,287)
Other expenditures (Page 6 and 7)	(488,722)	(441,299)
Finance cost (Page 7)	(9,343)	(16,009)
Total expenditure	(613,153)	(552,482)
Net Surplus	<u>850,559</u>	<u>490,788</u>
Fund transfer from unrestricted accumulated fund to restricted building fund	(105,046)	(124,276)
Unrestricted accumulated fund for the year	<u><u>745,513</u></u>	<u><u>366,512</u></u>

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

DHARMA DRUM (SINGAPORE)**STATEMENT OF FINANCIAL ACTIVITIES (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

<u>Expenditure</u>	2025	2024
	\$	\$
Charitable expenses		
Chinese New Year Blessing Expenses	5,695	5,092
Donation	600	1,000
Expenses related to activities	27,433	16,966
Expenses - Da Bei Chan	1,614	625
Expenses - Di Zang Fa Hui	48	432
Expenses - Chao Jing	19	55
Expenses - Chan 1/2	1,332	595
Expenses - Shui Chan	10,700	4,739
Expenses - Cooking	12,689	16,844
Expenses - Chang Qing Class	7,240	2,820
Expenses - Dharma Class	116	-
Expenses - Fu Tian Ban	2,180	-
Expenses - Nianfo	3,065	3,072
Expenses - Rong Dong	1,907	-
Expenses - ShuiLu Fahui	2,597	11,340
Expenses - Yu Fo	-	4,077
Expenses - Vesak Day	3,093	103
Expenses - Children Class	1,405	346
Expenses - Fo 1/2/3	5,917	3,550
Expenses - Fang Zhang Visit	1,711	2,407
	89,361	74,063
Governance costs		
Audit fee	4,630	4,630
Licence fee	-	702
Work pass expenses	3,448	1,955
	8,078	7,287
Other expenditures		
Advertising & marketing	120	120
Offering to Buddha	1,935	2,356
CPF and SDL	22,613	22,252
Depreciation of property, plant and equipment	172,590	168,077
Electricity and water	23,658	17,337
Exchange loss	(11)	15
Insurance	958	61
Laundry services	767	2,496
Office equipment	2,876	-
Printing and stationery	1,126	1,129
Maintenance and office equipments	11,208	20,633
Medical	678	602
<i>Balance c/f</i>	238,518	235,078

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

DHARMA DRUM (SINGAPORE)**STATEMENT OF FINANCIAL ACTIVITIES (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

	2025	2024
	\$	\$
Other expenditures (Continued)		
<i>Balance b/f</i>	238,518	235,078
Salary and bonus	230,460	188,553
Shipping and handling	550	593
Software and website related expenses	2,720	2,435
Telephone	3,289	2,471
Travelling	17	46
Bank charges	4,583	4,071
General expenses	8,567	7,923
Postage	18	129
	488,722	441,299
Finance cost		
Lease interest	9,343	16,009
	9,343	16,009

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

DHARMA DRUM (SINGAPORE)**STATEMENT OF FINANCIAL POSITION
AS AT 31 MAY 2025**

		2025	2024
	Note	\$	\$
ASSETS			
Non-current assets			
Property, plant and equipment	4	<u>188,372</u>	<u>283,733</u>
Current assets			
Inventories	5	10,824	9,126
Other receivables	6	89,282	104,437
Cash and bank balances	7	<u>5,683,738</u>	<u>4,816,602</u>
		<u>5,783,844</u>	<u>4,930,165</u>
TOTAL ASSETS		<u><u>5,972,216</u></u>	<u><u>5,213,898</u></u>
 RESERVES AND LIABILITIES			
Reserves			
Accumulated fund – (Unrestricted)		2,921,057	2,175,544
Building fund – (Restricted)	8	<u>2,875,420</u>	<u>2,770,374</u>
		<u>5,796,477</u>	<u>4,945,918</u>
Non-current liabilities			
Lease liabilities	9	<u>28,379</u>	<u>106,468</u>
Current liabilities			
Other payables	10	8,285	11,779
Lease liabilities	9	<u>139,075</u>	<u>149,733</u>
		<u>147,360</u>	<u>161,512</u>
Total liabilities		<u><u>175,739</u></u>	<u><u>267,980</u></u>
TOTAL RESERVES AND LIABILITIES		<u><u>5,972,216</u></u>	<u><u>5,213,898</u></u>

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

DHARMA DRUM (SINGAPORE)**STATEMENT OF CHANGES IN FUNDS
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

	Unrestricted Accumulated Fund \$	Restricted Building Fund \$	Total \$
At 1 June 2023	1,809,032	2,646,098	4,455,130
Surplus for the year	366,512	124,276	490,788
At 31 May 2024	<u>2,175,544</u>	<u>2,770,374</u>	<u>4,945,918</u>
At 1 June 2024	2,175,544	2,770,374	4,945,918
Surplus for the year	745,513	105,046	850,559
At 31 May 2025	<u>2,921,057</u>	<u>2,875,420</u>	<u>5,796,477</u>

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

DHARMA DRUM (SINGAPORE)**STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

	Note	2025	2024
		\$	\$
Cash flows from operating activities:			
Net surplus for the financial year		850,559	490,788
<u>Adjustments for:</u>			
Depreciation of property, plant and equipment	4	172,590	168,077
Interest income		(122,390)	(102,791)
Interest expense		9,343	16,009
Operating surplus before working capital changes		<u>910,102</u>	<u>572,083</u>
<u>Changes in working capital:</u>			
Inventories		(1,698)	(894)
Other receivables		15,155	(41,689)
Other payables		(3,494)	(2,955)
Cash generated from operations		920,065	526,545
Interest received		122,390	102,791
Cash flows generated from operating activities		<u>1,042,455</u>	<u>629,336</u>
Cash flows from investing activity			
Purchase of property, plant and equipment	4	<u>(10,681)</u>	<u>(27,440)</u>
Net cash flows used in investing activity		<u>(10,681)</u>	<u>(27,440)</u>
Cash flows from financing activities			
Payment of principal portion of lease liabilities		(155,295)	(148,151)
Pledged fixed deposit		(386)	(376)
Interest paid		(9,343)	(16,009)
Net cash flows used in financing activities		<u>(165,024)</u>	<u>(164,536)</u>
Net increase in cash and cash equivalents		866,750	437,360
Cash and cash equivalents at beginning of year		4,791,113	4,353,753
Cash and cash equivalents at end of year	7	<u>5,657,863</u>	<u>4,791,113</u>

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

DHARMA DRUM (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MAY 2025

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

1. GENERAL

Dharma Drum (Singapore) (the "Society") was registered under the Societies Act 1966 on 3 March 2004. The Society became a registered charity under the Charities Act 1994 on 1 August 2006.

The registered address is located at 146B Paya Lebar Road #06-01 Ace Building Singapore 409017.

The principal activities of the Society are to promote the practice of Zen meditation and promote cultural, ethical and education activities. There have been no significant changes in the nature of these activities during the financial year.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The financial statements of the Society have been drawn up in accordance with Financial Reporting Standards in Singapore (FRS). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (\$), which is the Society's functional currency.

The financial statements of the Society have been prepared on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and revised standards

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Society has adopted all the new and amended standards which are relevant to the Society and are effective for annual financial periods beginning on or after 1 June 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Society.

2.3 Standard issues but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these financial statements.

The management committee expects that the adoption of these new and amended standards will have no material impact on the financial statements in the year of initial application.

DHARMA DRUM (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE FINANCIAL YEAR ENDED 31 MAY 2025

2. Material accounting policy information (Continued)

2.4 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Society and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

2.5 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

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

	<u>Useful lives</u>
Leasehold buildings	Over the lease period, ie 2 to 3 years
Renovation	3 years
Furniture and fittings	3 years
Computer and office equipment	3 years
Dharma equipment	3 years
Kitchen equipment	3 years

The residual value, useful lives and depreciation method are reviewed at the end of each reporting period, and adjusted prospectively, if appropriate.

An item of property, 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 profit or loss in the year the asset is derecognised.

2.6 Impairment of non-financial assets

The Society assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or where applicable, when an annual impairment testing for an asset is required), the Society makes an estimate of the asset's recoverable amount.

2. Material accounting policy information (Continued)

2.6 Impairment of non-financial assets (Continued)

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2.7 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Society measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

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

Subsequent measurement

Investment in debt instruments

Subsequent measurement of debt instruments depends on the Society's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL. The Society only has debt instruments at amortised cost.

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

2. Material accounting policy information (Continued)

2.7 Financial instruments (Continued)

(a) Financial assets

Derecognition

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

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Society becomes a party to the contractual provisions of the financial instrument. The Society determines the classification of its financial liabilities at initial recognition.

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

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit and loss.

2.8 Impairment of financial assets

The Society recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at FVPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Society expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL).

For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

2 Material accounting policy information (Continued)

2.8 Impairment of financial assets (Continued)

For trade receivables, the Society applies a simplified approach in calculating ECLs. Therefore, the Society does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Society has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Society considers a financial asset in default when contractual payments are 60 days past due. However, in certain cases, the Society may also consider a financial asset to be in default when internal and external information indicates that the Society is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Society. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.9 Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and on hand and fixed deposits which are subject to an insignificant risk of changes in value.

2.10 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is calculated using the first-in first-out method and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

When necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

2.11 Provisions

General

Provisions are recognised when the Society has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.12 Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

2 Material accounting policy information (Continued)

2.12 Government grants (Continued)

When loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

2.13 Employee benefits

(a) Defined contribution plans

The Society makes contributions to the Central Provident Fund 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.

(b) Short-term employee benefits

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

None of its staff receives more than \$100,000 in annual remuneration each.

2.14 Revenue

Revenue is measured based on the fair value of the consideration to which the Society receives from the general public. These donations can be categorized as either building fund donations which are restricted in nature or general fund donations which is unrestricted in nature.

Revenue is recognised when the Society satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Donations from the public

The Society receives donations from their followers.

Revenue is recognised when donations are collected from the general public. Activities that the Society hosts also contributes revenue by donations, and taken into account on a cash basis.

(b) Membership subscription

Revenue is recognised when subscriptions are due and payable.

(c) Sale of books

Revenue from sale of books is recognised when the Society deliver the books to the customer.

(d) Interest income

Interest income is recognised as the interest accrues based on effective interest method.

2 Material accounting policy information (Continued)

2.15 Leases

The Society assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As lessee

The Society applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Society recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Society recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Society at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.6.

The Society's right-of-use assets are presented within property, plant and equipment (Note 4).

Lease liabilities

At the commencement date of the lease, the Society recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Society and payments of penalties for terminating the lease, if the lease term reflects the Society exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Society uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

DHARMA DRUM (SINGAPORE)

NOTES TO THE FINANCIAL STATEMENTS (Continued) FOR THE FINANCIAL YEAR ENDED 31 MAY 2025

2 Material accounting policy information (Continued)

2.15 Leases (Continued)

Short-term leases and leases of low-value assets

The Society applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2.16 Income tax

As an approved charity under the Charities Act, the Society is exempted from income tax under Section 13(1)(ZM) of the Income Tax Act.

2.17 Funds

Accumulated fund (Unrestricted Fund)

Income and expenditure relating to the main activities of the Society are accounted for through the accumulated fund in the statement of financial activities.

Building fund (Restricted Fund)

Income and expenditure relating to funds set up for contributions received and expenditures incurred for specific purpose such as building fund, are accounted for through the restricted funds in the statement of financial activities.

The assets and liabilities of these funds are accounted for separately.

3. Significant accounting judgements and estimates

The preparation of the Society's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Judgements made in applying accounting policies

There were no significant judgements made in the preparation of the financial statements.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Society based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Society. Such changes are reflected in the assumptions when they occur.

3. Significant accounting judgements and estimates (Continued)

3.2 Key sources of estimation uncertainty (Continued)

Inventory valuation method

Inventory write-down is made based on the current market conditions, historical experience and selling goods of similar nature. It could change significantly as a result of changes in market conditions. A review is made periodically on inventories for excess inventories, obsolescence and declines in net realisable value and an allowance is recorded against the inventory balances for any such declines. The realisable value represents the best estimate of the recoverable amount and is based on the most reliable evidence available and inherently involves estimates regarding the future expected realisable value. The carrying amount of the Society's inventories as at 31 May 2025 was \$10,824 (2024: \$9,126) (Note 5).

Leases – estimating the incremental borrowing rate

The Society cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Society would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in similar economic environment. The incremental borrowing rate therefore reflects what the Society 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Society estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

DHARMA DRUM (SINGAPORE)

**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

4. Property, Plant and Equipment

	Leasehold buildings	Computer and office equipment	Renovation	Furniture and Fittings	Dharma Equipment	Kitchen Equipment	Total
	\$	\$	\$	\$	\$	\$	\$
2024							
<u>At cost:</u>							
At 01.06.2023	430,196	16,659	116,506	33,689	15,872	-	612,922
Additions	-	-	1,203	18,820	5,019	2,398	27,440
At 31.05.2024	<u>430,196</u>	<u>16,659</u>	<u>117,709</u>	<u>52,509</u>	<u>20,891</u>	<u>2,398</u>	<u>640,362</u>
<u>Accumulated depreciation:</u>							
At 01.06.2023	25,685	13,162	114,144	19,689	15,872	-	188,552
Depreciation for the year	154,107	1,812	1,270	9,936	348	604	168,077
At 31.05.2024	<u>179,792</u>	<u>14,974</u>	<u>115,414</u>	<u>29,625</u>	<u>16,220</u>	<u>604</u>	<u>356,629</u>
<u>Carrying amount</u>							
At 31.05.2024	<u>250,404</u>	<u>1,685</u>	<u>2,295</u>	<u>22,884</u>	<u>4,671</u>	<u>1,794</u>	<u>283,733</u>

DHARMA DRUM (SINGAPORE)

**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

4. Property, Plant and Equipment (Continued)

	Leasehold buildings	Computer and office equipment	Renovation	Furniture and Fittings	Dharma Equipment	Kitchen Equipment	Total
2025							
<u>At cost:</u>							
At 01.06.2024	430,196	16,659	117,709	52,509	20,891	2,398	640,362
Additions	66,548	2,077	1,204	7,400	-	-	77,229
Written off	(64,253)	-	-	-	-	-	(64,253)
At 31.05.2025	<u>432,491</u>	<u>18,736</u>	<u>118,913</u>	<u>59,909</u>	<u>20,891</u>	<u>2,398</u>	<u>653,338</u>
<u>Accumulated depreciation:</u>							
At 01.06.2024	179,792	14,974	115,414	29,625	16,220	604	356,629
Depreciation for the year	154,298	2,324	1,092	12,404	1,668	804	172,590
Written off	(64,253)	-	-	-	-	-	(64,253)
At 31.05.2025	<u>269,837</u>	<u>17,298</u>	<u>116,506</u>	<u>42,029</u>	<u>17,888</u>	<u>1,408</u>	<u>464,966</u>
<u>Carrying amount</u>							
At 31.05.2025	<u>162,654</u>	<u>1,438</u>	<u>2,407</u>	<u>17,880</u>	<u>3,003</u>	<u>990</u>	<u>188,372</u>

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 11(a).

During the financial year, the cash outflow on acquisition of property, plant and equipment amounted to \$10,681 (2024: \$27,440).

5. Inventories

	2025	2024
	\$	\$
Statement of financial position		
Inventories	<u>10,824</u>	<u>9,126</u>
Statement of comprehensive income		
Inventories recognised as an expense in cost of sales	<u>17,649</u>	<u>13,824</u>

DHARMA DRUM (SINGAPORE)**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025****6. Other receivables**

	2025	2024
	\$	\$
Deposits	29,310	29,110
Prepayments	-	10,880
Accrued interest of fixed deposits	59,972	64,447
	<u>89,282</u>	<u>104,437</u>

7. Cash and bank balances

	2025	2024
	\$	\$
Cash at bank	604,424	559,749
Cash on hand	1,367	696
Fixed deposits	5,052,072	4,230,668
Fixed deposit (pledge)	25,875	25,489
	<u>5,683,738</u>	<u>4,816,602</u>

The fixed deposits yield interest at rate ranging from 1.5% to 2.75% (2024: 0.15% to 3.0%) per annum with maturities within 12 months.

The pledged fixed deposit is to secure corporate credit card facility.

For the purpose of presenting the statement of cash flows, cash and cash equivalents comprise the following at the end of the financial year.

	2025	2024
	\$	\$
Cash and bank balances	5,683,738	4,816,602
Less: Pledged fixed deposit	<u>(25,875)</u>	<u>(25,489)</u>
	<u>5,657,863</u>	<u>4,791,113</u>

8. Building fund

The building fund is set up to collect donations to facilitate the acquisition of a premise for the various activities run by the Society.

It is represented by:

	2025	2024
	\$	\$
Cash and cash equivalents	<u>2,875,420</u>	<u>2,770,374</u>
Total building fund	<u>2,875,420</u>	<u>2,770,374</u>

DHARMA DRUM (SINGAPORE)

**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

9. Lease liabilities

	2025	2024
	\$	\$
Current:		
- Lease liabilities	139,075	149,733
Non-current:		
- Lease liabilities	<u>28,379</u>	<u>106,468</u>
	<u>167,454</u>	<u>256,201</u>

A reconciliation of liabilities arising from financing activities is as follows:

	01.06.2024	Cash flows	Non-cash changes			31.05.2025
			Acquisition	Accretion of interests	Other	
	\$	\$	\$	\$	\$	\$
Current	149,733	(164,638)	66,548	9,343	78,089	139,075
Non-current	106,468	-	-	-	(78,089)	28,379
	<u>256,201</u>	<u>(164,638)</u>	<u>66,548</u>	<u>9,343</u>	<u>-</u>	<u>167,464</u>

	01.06.2023	Cash flows	Non-cash changes			31.05.2024
			Acquisition	Accretion of interests	Other	
	\$	\$	\$	\$	\$	\$
Current	148,151	(164,160)	-	16,009	149,733	149,733
Non-current	256,201	-	-	-	(149,733)	106,468
	<u>404,352</u>	<u>(164,160)</u>	<u>-</u>	<u>16,009</u>	<u>-</u>	<u>256,201</u>

10. Other payables

	2025	2024
	\$	\$
Other payables	<u>8,285</u>	<u>11,779</u>

Other payables relate to non-trade payables to third parties. This amount is non-interest bearing and settled on 30 to 60 days' terms.

DHARMA DRUM (SINGAPORE)**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025****11. Leases**Society as a lessee

The Society has lease contracts for buildings. The Society's obligations under these leases are secured by the lessor's title to the leased assets.

(a) Carrying amounts of right-of-use assets classified within property, plant and equipment

	Leasehold Building \$	Total \$
At 1 June 2023	404,511	404,511
Depreciation	(154,107)	(154,107)
At 31 May 2024 and 1 June 2024	250,404	250,404
Additions	66,548	66,548
Depreciation	(154,298)	(154,298)
At 31 May 2025	<u>162,654</u>	<u>162,654</u>

(b) Lease liabilities

The carrying amounts of lease liabilities and the movements during the year are disclosed in Note 9 and the maturity analysis of lease liabilities is disclosed in Note 13.

(c) Amounts recognised in profit or loss

	2025 \$	2024 \$
Depreciation of right-of-use assets	154,298	154,107
Interest expense on lease liabilities	9,343	16,009
Total amount recognised in profit or loss	<u>163,641</u>	<u>170,116</u>

(d) Total cash outflow

The Society had total cash outflows for leases of \$164,638 in 2025 (2024: \$164,160).

12. Fair value of assets and liabilities**Assets and liabilities not measured at fair value***Cash and bank balances*

The carrying amount of these balances approximate their fair values due to the short-term nature of these balances.

Other receivables and payables

The carrying amounts of these receivables and payables approximate their fair values as they are subject to normal credit terms.

13. Financial risk management

The Society's activities expose it to a variety of financial risks from its operation. The key financial risks include credit risk, liquidity risk and market risk (including interest rate risk and foreign currency risk).

The Management Committee reviews and agrees policies and procedures for the management of these risks, which are executed by the management team. It is, and has been throughout the current and previous financial year, the society's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Society's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Society's exposure to these financial risks or the manner in which it manages and measures the risks.

(a) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Society. The Society's exposure to credit risk arises primarily from other receivables. For other financial assets (including investment securities and cash), the Society minimizes credit risk by dealing exclusively with high credit rating counterparties.

The Society has adopted a policy of only dealing with creditworthy counterparties. The Society performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

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

The Society determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 60 days, default of interest due for more than 30 days or there is significant difficulty of the counterparty.

To minimize credit risk, the Society has developed and maintained the Society's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available information and the Society's own trading records to rate its major customers and other debtors. The Society considers available reasonable and supportive forward-looking information which includes the following indicators:

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

DHARMA DRUM (SINGAPORE)

**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

13. Financial risk management (Continued)

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

The Society determined that its financial assets are credit-impaired when:

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

The Society categories a receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

(a) Credit risk (Continued)

The Society's current credit risk grading framework comprises the following categories:

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

The table below details the credit quality of the Society's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

<u>Society</u>	Note	Category	12-month or lifetime ECL	Gross carrying amount \$	Loss allowance \$	Net carrying amount \$
31 May 2025						
Other receivables	6	I	12 - month ECL	89,282	-	89,282
					-	
31 May 2024						
Other receivables	6	I	12 - month ECL	93,557	-	93,557
					-	

DHARMA DRUM (SINGAPORE)**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025****13. Financial risk management (Continued)****Other receivables**

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

(b) Liquidity risk

Liquidity risk refers to the risk that the Society will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Society's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The Society's operations are financed mainly through funds generated from operations. The management committee is satisfied that funds are available to finance the operations of the Society.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Society's financial assets and liabilities at the reporting date based on contractual undiscounted repayment obligations.

		2025		
	Carrying amount \$	Contractual cash flows \$	One year or less \$	One to five years
<u>Financial assets</u>				
Other receivables	89,282	89,282	89,282	-
Cash and bank balances	<u>5,683,738</u>	<u>5,683,738</u>	<u>5,683,738</u>	<u>-</u>
Total undiscounted financial assets	<u>5,773,020</u>	<u>5,773,020</u>	<u>5,773,020</u>	<u>-</u>
<u>Financial liabilities</u>				
Other payables	8,285	8,285	8,285	-
Lease liabilities	<u>167,454</u>	<u>172,600</u>	<u>143,600</u>	<u>29,000</u>
Total undiscounted financial liabilities	<u>175,739</u>	<u>180,885</u>	<u>151,885</u>	<u>29,000</u>
Total net undiscounted financial assets / (liabilities)	<u>5,597,281</u>	<u>5,592,135</u>	<u>5,621,135</u>	<u>(29,000)</u>

DHARMA DRUM (SINGAPORE)

**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025**

13. Financial risk management (Continued)

(b) Liquidity risk (Continued)

	Carrying amount \$	2024		One to five years
		Contractual cash flows \$	One year or less \$	
<u>Financial assets</u>				
Other receivables	93,557	93,557	93,557	-
Cash and bank balances	4,816,602	4,816,602	4,816,602	-
Total undiscounted financial assets	4,910,159	4,910,159	4,910,159	-
<u>Financial liabilities</u>				
Other payables	11,779	11,779	11,779	-
Lease liabilities	256,201	267,360	158,560	108,800
Total undiscounted financial liabilities	267,980	279,139	170,339	108,800
Total net undiscounted financial assets / (liabilities)	4,642,179	4,631,020	4,739,820	(108,800)

(c) Market risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates will affect the Society's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Society's financial instruments will fluctuate because of changes in market interest rates. The Society's exposure to interest rate risk is minimal.

The Society does not expect any significant effect on the Society's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

(ii) Foreign currency risk

The Society's operational activities are carried out in Singapore dollars, which is the functional currency. All transactions are paid mainly in local currency. Exposure to any risk arising from movements in foreign currencies exchange rates is minimal.

DHARMA DRUM (SINGAPORE)**NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE FINANCIAL YEAR ENDED 31 MAY 2025****14. Financial instruments by category**

At the reporting date, the aggregate carrying amounts of financial assets and financial liabilities at amortised cost were as follows:

	2025	2024
	\$	\$
Financial assets measured at amortised cost		
Other receivables	89,282	93,557
Cash and bank balances	5,683,738	4,816,602
Total financial assets measured at amortised cost	<u>5,773,020</u>	<u>4,910,159</u>
Financial liabilities measured at amortised cost		
Other payables	8,285	11,779
Lease liabilities	167,454	256,201
Total financial liabilities measured at amortised cost	<u>175,739</u>	<u>267,980</u>

15. Fund management

The Society's objective when managing its accumulated fund is to safeguard the Society's ability to continue as a going concern, so that it can continue to provide services for the benefit of its members and other stakeholders.

The Society monitors its accumulated fund on a prudent basis and it does not utilise any external debt from financial institutions. The fund structure of the Society consists of cash at hand and bank balances and accumulated funds.

There was no change in the Society's approach to fund management during the year.

	2025	2024
	\$	\$
Cash and bank balances	<u>5,683,738</u>	<u>4,816,602</u>
Accumulated funds – (Unrestricted)	2,921,057	2,175,544
Building funds – (Restricted)	<u>2,875,420</u>	<u>2,770,374</u>
Total	<u>5,796,477</u>	<u>4,945,918</u>

16. Authorisation of financial statements for issue

The financial statements of the Society for the financial year ended 31 May 2025 were authorised for issue in accordance with a resolution of the members by the Management Committee on the date stated on Statement by Management Committee Members.