新加坡福建会馆

常年会员大会

2026

2026年6月26日

新加坡福建會館
SINGAPORE HOKKIEN HUAY KUAN

敬致：福建会馆全体会员

新加坡福建会馆常年会员大会通知书

特此通知，谨订于 2026 年 6 月 26 日（星期五）下午 3 时正，于福建会馆文化学院（5 Sennett Road, Singapore 466781）举行 2026 年度常年会员大会，随函附上大会文件，敬请拨冗出席。

议程：		页数
1.	复准前次会员大会记录	1 – 7
2.	通过及接受 2025 年度会务报告	8 – 37
3.	通过及接受经审计的 2025 年度财务报告	38 – 84
4.	委任审计公司	85
5.	其它事项	

会员若有任何提案，须于 6 月 19 日之前将书面提案送至本会馆秘书处或电邮至 admin@shhk.com.sg。本通知也已发布在福建会馆官方网站 www.shhk.com.sg；并于 6 月 11 日刊登在《联合早报》。

执　理事会令
总务组主任
李清财谨启

HOKKIEN HUAY KUAN 新加坡福建会馆 SINGAPORE

2026 年 6 月 11 日

5 Sennett Road Singapore 466781 Tel: +65 6222 8212 Fax: +65 6225 7303
Website: www.shhk.com.sg Email: admin@shhk.com.sg
Reg. No. 193700041-W

前次会员大会记录

新加坡福建会馆
2025 年常年会员大会

日　　期	：	2025 年 6 月 17 日（星期二）			
时　　间	：	下午 3 时 05 分			
地　　点	：	信立路 5 号福建会馆会议厅			
出 席 者	：	许文远	蔡成宗	曾福庆	蔡其生	吕立岩
		李清财	林铭铭	陈康威	黄雪铃	陈汉栋
		叶国清	张振铭	蔡莹莹	洪健凯	陈意莉
		许振义	陈睦发	黄梓涵	洪木清	卜清鍾
		张自章	陈添顺	黄培青	方耀明	施湧海
		林源福	陈建存	黄金春	蔡振祥	庄镇祥
		陈子恩	陈怡文	黄树平	黄明元	颜明从
		洪铭聪				
委任代表	：	梁佳吉	林永车	魏国铭	曾宪民	黄智勇
		朱仲涵	蔡志斌	蔡谨瑜	蔡志毅	曾锦鸿
		曾锦河				
秘 书 处	：	颜思群	陈俊捷	杜丽娜	杨怡雯	
大会主席	：	蔡其生				
记　　录	：	杜丽娜				

福建会馆 2025 年常年会员大会议程，已分别于 2025 年 6 月 1 日邮寄予要求印刷版的会员，以及于 6 月 2 日电邮予全体会员，截至 6 月 10 日之前收到一位会员的提案，列于其他事项。大会议程包括：2024 年常年会员大会记录、2024 年度会务报告、2024 年度财务报告（包含审计师报告）、委任审计公司及其他事项。

依据福建会馆章程第 59 条规定，由会长蔡其生主持会员大会。

至指定开会时间下午 3 时正，现场出席的会员为 36 名，委任代表的会员为 11 名，已超越所需的 40 名会员法定会议人数，大会主席遂宣布新加坡福建会馆 2025 年度常年会员大会开始。

1 会长报告

1.1 蔡其生会长首先感谢与会者拨冗出席福建会馆 2025 年常年会员大会。

1.2 会长简要汇报 2024 财政年度，各组所落实及举行的重点项目，以及所取得的成果。

一、在会务及对外联系方面：

- 本会馆于 2024 年举行第 45 届理事会选举。在第二阶段的选举中，因为刚好有 19 位会员获得提名，因此无需进行投票。第 45 届理事会总共选出 37 位理事，加上前任会长，共有 38 位理事，任期三年。这届也正式增设青年组；第 45 届理事会也在 9 月中旬，进行了工作策划会议，对各组目前的项目进行检讨，并策划新项目。
- 2024 年的甲辰年新春团拜，邀请到时任副总理兼经济政策统筹部长王瑞杰担任主宾，有400 多名嘉宾出席；当天，主宾也为福建会馆文化学院和人民协会合作设立的“流动居民联系站”主持剪彩开幕。人民协会于 2025 年起终止在文化学院设立“流动居民联系站”，但仍会租用本会的场地（例如户外篮球场等）进行活动。
- 本会馆总共接待了 12 个海外代表团，也派代表参加了 62 项的外界活动；最具代表性的，是组织新加坡闽属会馆，参加 2024 年 11 月 8 日到 10 日，在马来西亚吉隆坡举行的第十一届世界福建同乡恳亲大会，共有 11 家会馆（包括福建会馆）的 59 位代表出席。

二、在教育方面：6 所属校的各项比赛和课程都顺利进行。双文化华文优选课程，也在因冠病疫情而无法出国 4 年之后，在 2024 年恢复小五海外浸濡活动。属校 5 所小学的 190 名小五学生，在 5 月中旬分别到访槟城、怡保和吉隆坡。

三、 在产业方面：

- 直落亚逸街 137 号的出租率全年维持在百分之 95 以上，信立路 5 号和店屋则是全年出租。

- 崇文阁音乐盒博物馆的租约于 2024 年 8 月终止。会馆为崇文阁进行小规模的翻新。新的租户“乐膳馆”，在 12 月承租崇文阁一楼空间，租约三年。
- 梧槽大伯公庙前经营者的承包合同在 2024 年 3 月 31 日到期，福建会馆于 4 月 1 日开始，由文化组接管庙宇的运营。在庙宇管委会的领导下，庙宇运营交接顺利。
- 金兰庙前经营者的承包合同于 2024 年 3 月 15 日终止，会馆于 3 月中旬开始为金兰庙进行翻新工程（Addition and Alteration）；工程于 2025 年 1 月 27 日获得临时入伙准证（TOP）及开始试营业；工程的费用维持在预算以内。

四、在文化方面：2024 年大专文学奖，为鼓励更多学生参赛展现多方面的才华，将原每位参赛者每组可提交最多 10 篇参赛作品，调整为最多 5 篇，但可参加超过三个组别；这届比赛总共收到 602 份参赛作品；会馆文化组属下的庙宇管委会，从 2024 年 4 月 1 日开始运营梧槽大伯公庙，陆续举办注生娘娘诞辰、关圣帝君诞、大伯公（成道日）及答谢神恩庆典，都获得善信热烈支持。

五、在会员事务方面：截至 2024 年 12 月 31 日会员总人数为 4,914 位，原本隶属于会员事务组的青年团活动，由新设立的青年组负责。会员事务组仍负责会员的申请、更新会籍，义工的组织，以及小一报名说明会和新会员迎新会等事务。

六、新增设的青年组，因为有前人打下的基础，一设立就马上开展活动，包括：2024 年 8 月 23 日的本地电影《乐园》放映会，吸引 132 人出席；8 月 27 日接待到访的世界安溪青年联谊会一行 70 人的访问团；12 月 8 日的冬至庆团圆，有约 130 名会员和家属出席，加上闽属会馆的 50 名青年代表，共有 180 人参加； 11 月中旬也组织 11 名理事、组员及名誉理事参访华为新加坡总部。

1.3 福建会馆和附属机构的会务报告详情收录在第 6 页到第 29 页。会长感谢各位理事的尽责尽力，会员和义工对本会馆活动的鼎力支持，以及秘书处和附属机构同事的努力。

1.4 2025 年福建会馆和天福宫庆祝 185 周年庆，新加坡也欢庆建国 60 周年，从福建会馆新春团拜、天福宫妈祖诞、5 月 18 日在南洋理工大学举办的慈善义跑义走一系列庆祝活动，以及即将在9月 4 日举行的 185 周年庆典晚宴，及 11 月 7 日至 9 日的福建文化节，会长希望各位理事、会员和义工们，继续踊跃参与，发挥“福建人，做阵行，也做阵赢”的精神，大家一起携手为教育、为文化传承、为社区发展尽心尽力。

2 复准前次会员大会记录

2.1 于2024年6月28日召开的本会馆2024年度常年会员大会记录，在第 1 页到第 5 页，众认无讹，由蔡振祥提议，叶国清附议，与会者一致通过复准前次会员大会记录。

3 通过及接受 2024 年度会务报告

3.1 2024 年度会务报告在第 6 页到第 29 页，众认无讹，由蔡莹莹提议，黄雪铃附议，与会者一致通过及接受本会馆 2024 年度的会务报告。

4 通过及接受经审计的 2024 年度财务报告

4.1 本会馆财政组主任林铭铭在会上，简要地总结汇报了 2024 年度财务报告。财务状况简报如下：本会馆及附属机构全年总收入为 S$40,455,609，本会馆的总收入为 S$21,028,408；本会馆及附属机构全年的总开支为 S$14,304,177，本会馆的总开支为 S$8,133,487；本会馆及附属机构全年的盈余为 S$25,039,133，本会馆的盈余为 S$12,712,880；截至 2024 年 12 月 31 日，本会馆及附属机构的净资产为 S$391,889,039，本会馆的净资产为 S$208,721,677。

4.2 2024 年度财务及审计师报告，收录在第 30 页到第 75 页，众认无讹，由卜清鍾提议，施湧海附议，与会者一致通过及接受本会馆 2024 年度财务报告。

5 委任审计公司

5.1 由陈睦发提议，洪健凯附议，与会者一致同意重新委任天职国际有限责任合伙人制为本会馆 2025 年度的审计公司，并授权理事会厘定其审计酬金。

6 其他事项

6.1 会员曾盛于 2025 年 6 月 3 日电邮予秘书处，提出关于加强会员参与度与归属感的提案。此次建议的核心在于：将“制度型会员关系”转化为“价值型社群归属”，透过培训、兴趣、组织与合作，构建更有温度、互动性更强的会员生态。

6.1.1 提案摘要建议如下：

一、 引入多样化培训与活动内容
二、 重启并制度化兴趣小组机制
三、 设立经费支持与提案机制
四、 优化志愿服务制度以支持组织者
五、 对接政府资源以增强公共合作
六、 场地与资源整合

若会馆能为会员提供更丰富、更具吸引力的活动与平台，不仅能留住现有会员，也将吸引更多有共同理念和兴趣的人加入。通过培训、兴趣小组、文化旅游、亲子活动等路径，打造一个更有温度、更具归属感的会员平台。

6.1.2 会长于会上感谢会员曾盛的提议，并表示新一届理事会成立后，有积极采取行动；会员的减少和流失部份也受到教育部政策改变、少子化等因素的影响；永久会员的人数因没有再增补也在逐年下降，但会员保持在 5,000 人左右，义工 2,000 多位。会馆每年的续会籍率基本保持在 40%左右，优于预期。

与会者表示该会员的建议大多在 2024 年 9 月份的理事会工作策划会议已经讨论过，目前会员事务组及青年组已在积极组织活动邀请会员参与，对于这位会员的提议，会员事务组及青年组将予书面答复。

6.1.3 秘书处已于 6 月下旬给予书面回复。详见如下：

“感谢您关于增强会员参与度与制度价值的提案，从提案中可看出您的用心及对会馆动向的关注。您的提案也已提呈于常年会员大会讨论，于此书面回复如下：

在 2024 年 7 月就任的福建会馆新一届理事会，于 2024 年 9 月中旬举行了工作策划会议，会员事务组在该策划会议上已汇报了您注意到的会员人数情况，与会者也探讨了可能的原因，以及应对的方案等，其中就包括了关于兴趣圈的讨论。秘书处为更好的筹划会员感兴趣的兴趣圈，早在 2023 年就向所有会员（您应该也有收到）发送了一项关于兴趣圈的问卷。

关于您对提案“一、引入多样化培训与活动内容”、“二、重启并制度化兴趣小组机制”、“三、设立经费支持与提案机制”、“四、优化志愿服务制度以支持组织者”和“五、对接政府资源以增强公共合作”，会馆理事会在去年的工作策划会议上都有检讨。会馆对会员活动、兴趣圈近十年来也一直都有拨款资助活动经费，与政府资源的对接也亦步亦趋，紧跟各项政策和计划。唯兴趣圈是否活跃、活动是否固定频繁，有赖于一、二位活跃的带动者，但许多会员随着家庭和工作的逐渐繁忙，再尽责再活跃的会员亦难以频密拨出有限的时间，这点相信您也感同身受。

关于提案 “六、场地与资源整合”，目前会馆正着手在文化学院多功能礼堂设立羽毛球、匹克球设施，希望今年内能够开放供会员预订打球。本会馆的场地亦有多个社团、教会、慈济、运动及文化团体以及人民协会（PA）属下的居委会租用举行活动。会馆也积极参与政府组织的全国性项目，例如过去 3 年的文化遗产节。今年的新加坡文化遗产节，福建会馆呈献了 2 场亲子红龟粿工作坊，在数小时之内预订满座（今年底我们会再办更多场）。希望您多加留意本地媒体(联合早报、8 视界新闻网、新加坡眼等均有自家 app、tiktok 账号、微信账号等），关注本会馆脸书（fb.com/singaporehokkienhuaykuan），阅读会馆发出的电邮以获取更及时的活动讯息。福建会馆目前尚未通过 WhatsApp 及 Telegram 向会员发布活动信息，亦顾及避免会员们因信息疲劳而忽略了重要信息，希望以疏密有致、可持续的形态进行宣传及推广。

福建会馆在组织、筹办活动时，亦考虑该活动是否和许多社会上已经有的活动重复，以及活动是否贴近会馆的核心宗旨，社会上是否尚欠缺此类活动？如果您有任何具体的活动建议，请您随时联系秘书处。

去年就任的福建会馆新一届理事会，也新成立了青年组。青年组甫成立，即刻组织了多项活动，包括 8 月份的电影《乐园》观赏会以及接待世界安溪青年联谊会、12 月的冬至庆团圆、2025 年 4 月份协助妈祖巡境、5 月的义跑兼义走活动等。在这之前，会员事务组在 2021 年和 2023 年也组织了“福建足迹知多少”、榴槤飨宴、2023 年 10 月组织会员到访“新加坡福建南安文化节”，2024 年 5 月举办中医食疗健康讲座，11 月组织会员到吉隆坡出席世界福建同乡恳亲大会等。福建会馆一年组织的活动大大小小达 30 多项，今年欢庆 185 周年，也将会在 9 月份举办晚宴志庆、以及 11 月的福建文化节美食节，届时希望您阖家踊跃参与！”

7 **大会主席于下午 3 时 40 分宣布 2025 年福建会馆会员大会，圆满结束。**

记录：杜丽娜
审核：颜思群
批准：蔡其生
日期：2026 年 4 月 9 日

2025年度会务报告

2.1 总务组报告

2.1.1 本地及海外代表团访问会馆

2025 年会馆共接待 3 个海外代表团。详情胪列如下:

1 月 9 日	台湾福建省同乡会联合总会参访团，参访天福宫，由总务组副主任张振铭接待。
7 月 25 日	世界晋江青年联谊会会长周士渊率 35 人代表团参访天福宫，由林永车、林铭铭、叶国清、张振铭、曾宪民、陈意莉、黄梓涵、朱仲涵、陈子恩、王勇耀、白永瑞、陈加庆接待。
8 月 18 日	中国暨南大学文学院教师代表团一行 4 人参访天福宫，由文化组副主任许振义接待。

2.1.2 理事参与外界活动

(1) 2025 年参与外界活动

2025 年会馆理事和组员总共参与了 67 项外界活动。详情胪列如下:

序号	月份	活动
1	一月	“春到河畔 2025”开幕典礼
2		新加坡宗乡会馆联合总会与华族文化中心联办 2025 年新春团拜
3	二月	潮州八邑会馆乙巳年新春团拜
4		潮州总会乙巳年新春团拜
5	三月	茶阳（大埔）会馆第 39 届董事部就职典礼
6		湘灵音乐社呈献《琵琶声起》音乐观赏演出
7		新加坡（水廊头）凤山寺广泽尊王圣诞千秋
8		福州会馆第 82 届执监委员会就职典礼
9	四月	武吉班让客属公会庆祝 88 周年纪念
10		黄氏总会春祭暨会员子女奖学金颁奖典礼
11		新加坡宗乡会馆联合总会端午节嘉年华 2025 推介会
12		潮州西河公会庆祝成立 147 周年纪念
13		新加坡宗乡会馆联合总会 40 周年纪念标志揭幕、《加强新加坡华族文化与社会凝聚力协议》签署仪式暨第四届“心系新加坡”摄影比赛颁奖典礼

14	四月	新加坡平社呈献京剧《红鬃烈马》演出
15	五月	莆仙同乡联合会举办“兴化五一千人宴”
16		广惠肇碧山亭文化节 2025 开幕典礼
17		金门会馆庆祝 155 周年纪念
18		潮州八邑会馆第 48 届董事会就职典礼
19		潮州总会、义安公司、潮安会馆主办“潮人庆端午，香聚在义安城”活动
20	六月	向林谋盛烈士敬礼献花（麦里芝蓄水池墓园）
21		冈州会馆庆祝成立 185 周年纪念
22	七月	番禺会馆庆祝 147 周年纪念
23		杨氏总会庆祝 75 周年纪念
24		潮州总会庆祝十三周年会庆
25		潮州八邑会馆邀请出席潮商总会举办讲座--童振源博士新书分享会：新加坡六十年小国大智慧
26		潮州八邑会馆属下国内外事务组执委就职典礼
27	八月	新加坡宗乡会馆联合总会第 19 届“爱国歌曲大家唱”国庆晚会
28		福清会馆第 15 届“会馆杯”国庆华语卡拉 OK 歌唱比赛大决赛
29		同德书报社 115 周年社庆
30		福州长乐公会庆祝成立 85 周年
31		茶阳（大埔）会馆三庆联欢晚宴
32		南洋客属总会庆祝成立 96 周年
33	九月	福清会馆庆祝成立 115 周年纪念
34		新加坡宗乡会馆联合总会常年会员大会
35		新加坡理工大学榜鹅新校区启用仪式
36		茶阳（大埔）励志社庆祝 91 周年社庆
37		五金机械公会庆祝 90 周年庆
38		星洲梁氏总会庆祝 76 周年纪念
39	十月	潮阳会馆庆祝 99 周年纪念
40		南洋赖氏公会庆祝 95 周年纪念
41		驻新加坡台北代表处庆祝双十国庆
42		吕氏公会庆祝 75 周年会庆
43		莆中高平公会庆祝 78 周年纪念
44		新加坡宗乡会馆联合总会庆祝 40 周年
45		南洋普宁会馆庆祝 85 周年纪念
46		澄海会馆庆祝成立 60 周年纪念
47		兴安天后宫百年庆典“妈祖三献礼”朝拜仪式及“妈祖平安宴”

48	十月	国家图书馆 Donors' Appreciation Night 2025
49		三水会馆成立 139 周年暨新厦落成开幕庆典
50		义安公司与醉花林俱乐部庆祝 180 周年联办--由中国汕头文化艺术学校艺术团呈现潮剧演出及与南华潮乐联合呈现“四海潮音”音乐会
51		新加坡宗乡会馆联合总会主办：“多元共融：携手共建和谐社会”对话会
52		第十八届澳门国际妈祖文化旅游节
53	十一月	南洋胡氏总会庆祝 79 周年纪念
54		济阳蔡氏公会庆祝成立 95 周年纪念
55		闽王祠成立 150 周年暨开闽王氏总会 80 周年
56		义安公司庆祝 180 周年纪念
57		新加坡宗乡会馆联合总会举行“与部长午餐交流会”
58		福州会馆庆祝 115 周年纪念
59		义安文化中心举办第 27 届义安全国潮人艺术展
60		新加坡宗乡会馆联合总会主办首届“青年愿景汇”
61		潮州八邑会馆庆祝 96 周年纪念
62	十二月	新加坡宗乡会馆联合总会与中华总商会联合举办“华社领袖培训课程”介绍会
63		许氏总会庆祝成立 72 周年纪念
64		晋江会馆举办英文版《江河情缘》新书发布会
65		潮州总会、惠来同乡会、义安文化中心联办“惠聚冬至情，潮乡共团圆”活动
66		海南陈氏公会庆祝成立 90 周年纪念
67		林氏大宗祠九龙堂家族自治会庆祝 98 周年纪念

(2) 与华社联络组主席徐芳达部长交流会

与 2025 年新上任的华社联络组主席徐芳达部长交流会，于 2025 年 7 月 10 日（星期四）晚上在信立路 5 号福建会馆会议厅举行，出席的嘉宾还有文化、社区及青年部兼永续发展与环境部高级政务次长吴函燕和蔡厝港集选区议员朱佩玲博士。当天，共有 30 位福建会馆理事和闽属会馆代表出席交流。

2.1.3 福建会馆与附属机构的媒体报道

2025 年福建会馆与附属机构（福建会馆文化学院、属校、新加坡华族舞蹈剧场、三所庙宇等），共获得 60 次媒体报道，主要受到报道的活动包括：福建会馆推出本地首个会馆“电子史料库”、

福建会馆欢庆 185 周年慈善义跑、全国小学华语讲故事比赛、新加坡福建会馆文学奖、飞跃教师奖颁奖典礼、福建会馆 185 周年庆晚宴、福建会馆向南洋理工大学捐款 185 万、福建会馆推出 185 周年庆绘本、第八届新加坡福建文化节、第四届全国小学生设计思维挑战赛；天福宫新春庆祝活动及妈祖宝诞活动；金兰庙翻新完成的宣传信息；梧槽大伯宫虎爷神像失窃；文化学院福建话班以及属校报道等等。

2.1.4 会讯《行》

会讯《行》第 84 期和第 85 期分别于 2025 年 8 月初和 12 月下旬出版，以电子版为主。新年红包封套则与宣传新春庙会的卡片于 2026 年 1 月中旬邮寄予所有会员。

2.1.5 2025 年国庆奖章

福建会馆社会服务组主任魏国铭和名誉理事兼时任文化学院执行董事方百成荣获公共服务星章、副会长吕立岩荣获公共服务奖章；道南学校属校副校长（行政）荣获公共行政（铜）奖章；会馆属校另有 36 位教职员分别获颁表扬奖章或长期服务奖章。

2.1.6 乙巳年新春团拜

2025 年新春团拜于 2 月 15 日中午在信立路 5 号二楼多功能礼堂举行，主宾为时任数码发展及新闻部长兼内政部第二部长杨莉明，约 500 名嘉宾出席。

当天，主宾也主持《福建会馆电子史料库》的上线仪式；并参观包括晋江会馆、金门会馆、南安会馆和南洋洪氏总会共同参与的“闽属会馆数码化进程展示”，展现会馆的数码化方案及进程。

2.1.7 福建会馆 185 周年庆

(1) 福建会馆 185 周年庆一系列活动

李思亮副会长受委为福建会馆 185 周年庆一系列活动筹委会主席，活动包括：

月份	项目	负责组别
2 月份	乙巳年新春团拜	总务组
5 月份	185 周年慈善义跑兼义走活动	青年组、会员事务组和社会服务组
9 月份	福建会馆 185 周年庆庆典晚宴	总务组和教育组
10 月份	出版儿童绘本	文化组和教育组
11 月份	第八届新加坡福建文化节	文化组和会员事务组

(2) 福建会馆 185 周年会馆宣传录像

为配合福建会馆 185 周年庆，会馆制作新的会馆宣传录像，拍摄内容除了会馆属校、理事，也包括 5 月 18 日慈善义跑义走活动的千人盛况。录像已经上载至 YouTube 并可通过以下链接观赏：

华语版：https://youtu.be/HUZvdTvVWig?si=eOTQx11MWXDtqZYM
英语版：https://youtu.be/QAi_rExIGPo?si=pbIfwv-59oHwCTdE

(3) 福建会馆 185 周年庆庆典暨属校教师节慰劳晚宴

福建会馆 185 周年会庆庆典暨属校教师节慰劳晚宴于 9 月 4 日（星期四）晚上，在滨海湾金沙酒店五楼宴会厅举行，主宾为尚达曼总统和夫人珍一藤木女士；特别嘉宾为外交部兼内政部高级政务部长沈颖，以及武吉班让区、蔡厝港集选区、蒙巴登区、碧山-大巴窑集选区和白沙—樟宜集选区的 5 位闽籍议员及校友议员。晚宴共有约 1,700 人出席，包括：福建会馆监理员、理事、名誉理事和附属机构代表，政府机构代表，会馆/社团代表，属校教职员、属校家长会代表等受邀嘉宾。

庆典当晚节目包括：主宾尚达曼总统见证福建会馆捐赠 185 万予南洋理工大学；六所属校、会馆幼儿园、午后学堂、文化艺术团、新加坡华族舞蹈剧场和新加坡传统艺术中心 11 支表演团体呈现的舞龙舞狮、节令鼓、华族舞蹈、马来族舞蹈、华语及闽南语歌曲演唱、朗诵与快板、传统戏曲表演；以及隆重的切蛋糕和敬酒仪式。

2.1.8 秘书处调整对外开放时间

因大部分申请程序都能够通过网上提交，秘书处对外开放时间调整如下：

- 星期一至五：上午 9 时至下午 5 时
- 星期六：　　上午 9 时至中午 1 时（无更改）

秘书处办公时间照旧为星期一至五，上午 9 时至下午 6 时；星期六，上午 9 时至中午 1 时。

2.2 教育组报告

2.2.1 属校学生与教职员

(1) 属校学生与教职员人数

2025 年本会馆属校教职员与学生人数，统计如下：

学校名称	学生	教师	职员	校工	小计
道南学校	2,229	143	18	7	**2,397**
爱同学校	1,766	127	20	5	**1,918**
崇福学校	1,851	114	17	5	**1,987**
南侨中学	1,240	96	16	7	**1,359**
南侨小学	1,865	129	23	4	**2,021**
光华学校	1,615	112	16	5	**1,748**
总计	**10,566**	**721**	**110**	**33**	**11,430**

(2) 属校正副校长调任

2025 年属校正副校长调任，详列如下：

属校	姓名/职衔	备注
道南学校	黄慧敏副校长	（卸任）
崇福学校	孙武星副校长	（卸任）
	吕淑慧副校长	（上任）
	蔡珮琳副校长	（上任）
南侨中学	林干峰副校长	（上任）
南侨小学	林雪婷副校长	（卸任）
	刘汉艺副校长	（上任）

2.2.2 2025 年属校小六离校考试成绩

2025 年会馆 5 所小学共有 1,576 名学生参加考试，考试成绩于 11 月 25 日公布，各校表现优异。

2.2.3 南侨中学中一招生

2025 年南侨中学录取中一新生的积分等级截分点为 10 分，总共招收中一新生 338 名。

2.2.4 南侨中学 2025 年剑桥普通水准考试成绩

2025 年度全国中学剑桥普通水准考试成绩于 2026 年 1 月 14 日公布，应届考生人数共有 300 名（全属快捷源流/PG3），符合初级学院入学标准的学生达 99.0%。

2.2.5 双文化华文优选课程

(1) 学生人数

2025 年各校三个年级参加课程的学生人数如下：

年级	**道南**	**爱同**	**崇福**	**南侨**	**光华**	**小计**
四年级	44	40	36	40	40	**200**
五年级	40	40	38	40	39	**197**
六年级	40	40	38	39	40	**197**
总人数	**124**	**120**	**112**	**119**	**119**	**594**

(2) 活动内容

课程在 2025 年的活动计有：

日期	**活动**	**地点**	**参与人数**
5 月 23 日至 29 日	小五海外浸濡活动	北京、西安、台北	属校 5 所小学 193 名小五学生
5 月 26 日至 29 日	小四口语训练营	信立路 5 号和大巴窑	属校 5 所小学 200 名、启化小学 31 名、培青学校 22 名小四学生

11 月 7 日 上午	小六结业典礼	南侨小学	197 名属校毕结业生、21 名启化小学第四届结业生、29 名培青学校第一届结业生，以及嘉宾
11 月 7 日 下午	小四知识竞赛 （爱同学校夺得冠军）	崇福学校	200 名小四学生

(3) 课程拓展计划

茂乔小学于 2025 年底通知将从 2026 年起开办双文化华文优选课程（部分单元）[BiCEP （Selected Modules）]。

双文化华文优选课程已有五所属校和四所非属校（启化小学、培青学校、养正小学和茂乔小学）在推行。针对非属校的课程推广，福建会馆教育组仅分享相关部份单元的教材，语音技巧课程单元以及口语训练营等，可让学校自行委任培训机构。

2.2.6 2025 年属校毕业典礼暨颁奖仪式

2025 年属校毕业典礼暨颁奖仪式以实体形式举行，详情如下：

学校	日期	毕业生人数
道南学校	11 月 20 日（星期四）	393
爱同学校	11 月 19 日（星期三）	290
崇福学校	11 月 19 日（星期三）	318
南侨中学	9 月 26 日（星期五）	300
南侨小学	11 月 21 日（星期五）	313
光华学校	11 月 20 日（星期四）	270
	总计	**1,884**

会馆在 2025 年共颁发总额 S$24,105.73 的奖金或奖品予六所属校成绩表现优异的学生。

2.2.7 属校长期服务奖

2025 年属校教职员长期服务奖于 8 月 29 日（星期五）在飞跃教师奖颁奖典礼上颁发，由 5 所属校代表领取（南侨中学 2025 年无得

奖者），共有 31 位教职员获得长期服务奖，分别为：16 位 10 年服务奖、14 位 20 年服务奖及 1 位 30 年服务奖。

2.2.8 教师节慰劳晚宴

2025 年教师节慰劳晚宴于 2025 年 9 月 4 日（星期四）在滨海湾金沙酒店五楼宴会厅举行，与福建会馆 185 周年会庆庆典晚宴一同举办，共有约 1,700 人出席晚宴，包括六所属校的 809 名教师和职员。详见总务组报告 2.1.7 第 3 项。

2.2.9 2025 年教育组及属校各项活动

(1) 活动内容

2025 年的活动计有：

活动	**日期**	**出席人数**	**地点**
属校新教职员迎新茶会	3 月 28 日 下午	54 名属校新教职员	福建会馆 会议厅
南侨中学 78 周年校庆暨颁奖典礼	3 月 7 日 上午	全校师生	南侨中学
	当天，学生们呈现小型音乐剧《风雨同舟 · 你我同行》，展示南侨 78 年校史各项重要里程碑，也反映南侨学子们对美好未来的无限憧憬。		
属校师生认识福建会馆学习之旅	4 月、7 月、10 月、11 月	1,648 名属校学生（不含爱同学校）	信立路 5 号/直播
属校小学生华文作文比赛	4 月 2 日 下午	五校 100 名小三至小六的学生	爱同学校
崇福学校建校 110 周年校庆	4 月 12 日 午宴	约 500 名友会会员、师生和嘉宾	崇福学校
	7 月 11 日 上午	全校师生	
南洋女子中学认识会馆学习之旅	5 月 20 日	30 名南洋女中中一学生	信立路 5 号
15 名南侨中学修读语文特选课程的学生带领参观会馆文化廊，以及进行交流；南洋女中学生当天还采访文化组副主任许振义博士，深入的认识本地的宗乡会馆活动。			

新民中学认识会馆学习之旅	10 月 17 日	80 名新民中学中二学生	信立路 5 号

(2) 崇福学校建校 110 周年校庆

崇福学校建校 110 周年校庆于 2025 年 7 月 11 日（星期五）上午，在该校嘉庚堂举行，主宾为国家安全统筹部长兼内政部长尚穆根。崇福学校所在的义顺集选区其他 4 位新晋议员吴函燕、赛义德哈伦、林纬量、李蕙莹也出席了校庆。

2.2.10 全国小学华语讲故事比赛

由福建会馆和新加坡中学华文教师会联办、光华学校协办，以及电台 CAPITAL 958 担任支持媒体，推广华文学习委员会（Committee to Promote Chinese Language Learning, 简称“CPCLL”）为支持伙伴的第二十届全国小学华语讲故事比赛，共吸引全国 69 所小学的 129 名学生和 2 名在家接受教育的学生参加，其中 15 名学生晋级决赛。比赛主题则配合 2025 年建国 60 周年，定为 SG60。初赛和决赛分别于 2025 年 5 月 16 日下午和 7 月 11 日下午在光华学校举行，并通过新加坡福建会馆的面簿进行直播，决赛的主宾为数码发展及新闻部兼教育部政务部长刘洁敏，约 200 名师生出席。本届比赛获奖学生名单如下：

名次	**学生姓名**	**所属学校**	**故事**
冠军	陈书瑶	光华学校	《阿嫲的成绩单》
亚军	陈昱辰	宏文学校	《我家的机器人爱国爱到爆！》
季军	童凯睎	崇福学校	《五脚基上的时光机》

电台 CAPITAL 958 于 7 月 20 日（星期日）上午在儿童直播节目《小豆芽乐园》中访问冠亚季军，并请他们分享参赛心得。

2.2.11 属校设计思维项目

2025 年属校设计思维项目，仍由南侨小学继续担任协调学校，惠及 200 名属校学生，活动详情如下：

日期	**活动**	**地点**	**参与人数**
3 月 17 日和 18 日	学习营（线上培训和 3 位演讲者分享）	线上	190 名学生

6 月 2 日至 4 日	学习营（活动包括编码、演讲培训和经验分享会）	南侨小学	190 名学生
10 月 10 日下午	最终项目展示 (属校各派两组代表分享学习心得，以及展示各自所研发的产品原型或模型)	南侨小学	190 名学生

2.2.12 全国小学设计思维挑战赛

2025 年第四届全国小学设计思维挑战赛，主题为“网络空间的安全与健康”（“Safety & Wellness in Cyberspace”），仍由道南学校协办，共吸引全国 33 所学校（包括 5 所属校）的 58 组参赛队伍参加。本届活动及培训详情如下：

日期	**活动**	**地点**	**参与人数**
2 月 7 日下午	为有兴趣报名参加挑战赛的学校举行说明会	线上	约 40 所学校的代表
3 月 17 日	学习营（线上设计思维培训）	线上	约 250 名各校学生
6 月 3 日和 4 日	培训营（活动包括编码、演讲培训和讲座）	道南学校	15 组入围决赛的参赛队伍

58 组参赛队伍中有 15 组入围决赛，各组获得 S$500 的种子基金，可用于将书面企划做成产品原型或模型；其余的 43 组参赛队伍有 10 组获得优胜奖。

决赛于 11 月 5 日在福建会馆文化学院二楼礼堂举行，主宾为教育部兼国家发展部高级政务次长赛义德哈伦医生。第四届挑战赛获奖名单如下：

奖项	**获奖学校/团队**
3 个最高奖项	南侨小学 (Nan Chiau Primary School) / 第 1 组
	南侨小学 (Nan Chiau Primary School) / 第 2 组
	养正小学 (Yangzheng Primary School) / 第 2 组
最具创意奖	养正小学 (Yangzheng Primary School) / 第 1 组
最可行与可持续发展奖	育智小学 (Yew Tee Primary School)/ 第 2 组
最具社会增值性奖	裕华小学 (Yuhua Primary School)/ 第 2 组
最具关联性奖	福春小学 (Fuchun Primary School)
最佳演示奖	文园小学 (Boon Lay Garden Primary School)

2.2.13 “飞跃教师奖”提名及颁奖典礼

从 2025 年起，奖项提名也开放给初级学院的教师。

第 14 届飞跃教师奖共有来自 198 所学校的 329 名教师获得提名。20 名获奖教师包括：7 名小学教师、7 名中学教师、3 名初级学院教师及 3 名特殊教育学校教师；其中 1 位获奖者来自南侨小学。

颁奖典礼于 2025 年 8 月 29 日（星期五）下午在南侨中学举行，主宾为教育部长李智陞。为突显福建会馆一百多年来在教育领域的努力，在颁奖典礼之前主办了一场会馆与教育的讲座，讲座主持人白胜晖，以及三位演讲嘉宾李元瑾教授、陈志锐副教授和碧山—大巴窑集选区议员蔡引舟都是属校校友。

2.2.14 2025 年总理书籍奖以及李光耀全方位优异奖

2025 年有 5 位属校毕业生分别荣获以下奖项，详情胪列如下：

奖项	学校	毕业生	毕业年份
总理书籍奖	道南学校	郭哲琴	2024 年
		郦芸晞	2024 年
		吴昊宁	2020 年
李光耀全方位优异奖	崇福学校	施正镒	2024 年
	南侨中学	莊絢惠	2024 年

2.3 产业组报告

2.3.1 信立路 5 号

(1) 租赁

2025 年信立路 5 号食堂全年出租。

(2) 维护

- 福建会馆文化学院外墙的修补粉刷工程于 2025 年 11 月底完成，此次粉刷也包括部分课室内部和幼儿园外墙。

- 二楼多功能礼堂的伸缩座椅脚轮于 2025 年 12 月学校假期期间完成更换。

(3) 二楼礼堂增设羽毛球、匹克球设施

二楼多功能礼堂两个羽毛球/匹克球场的划线工程于 2025 年底开始，并于 2026 年 1 月中旬完成、4 月开放供会员预订使用。

2.3.2 直落亚逸街 137 号会馆大厦

(1) 租赁

2025 年全年的平均出租率为 96.34% 。137 号会馆大厦后方正在施工（重建原 PIL 大厦），对租赁有所影响。

(2) 火警演习

火警演习于 2025 年 12 月中旬在 137 号会馆大厦进行。

2.3.3 直落亚逸街 128 号

2025 年整栋三层楼店屋全年出租率为 100%。

2.3.4 天福宫

(1) 维护

2025 年天福宫进行例常维护，无大规模维护项目。

2.3.5 崇文阁

(1) 租赁

2025 年崇文阁一楼的出租率为 100%；二楼多功能空间的租金如下：

一日/半日配套	**价格（含 9% 消费税）**	
	4 小时	每增加 1 小时或部分
活动/彩排/布置/拆卸	$196.20*	$98.10*

每周配套	价格（10am - 8pm）（含 9% 消费税）	
	7 日	4 周
展览	$1,635*	$6,540*

**报价包括：移动音箱和麦克风 x 1 台、投影设备 x 1 台、最多 10 张长方桌（不含桌布）、最多 50 张折叠椅（不含椅套）、1 名技术人员（需另加收 S$50/小时）。*

崇文阁二楼在 2025 年用于会馆开会、接待拜访团体、文化节期间举办工作坊和展览等。

2.3.6 梧槽大伯公庙

(1) 翻新增建工程

项目顾问公司的专业工程师于 2025 年 12 月初完成庙宇和戏台的结构检查，并于 2026 年 1 月初提呈报告。

2.3.7 金兰庙

(1) 庙宇翻新工程之剩余的非临时入伙准证项目（non-TOP items）

金兰庙车道的整平工程于 8 月中旬完成。

(2) 维护

为防止庙宇后院在雨天出现积水，沿金兰庙后面边界修建砖砌矮围墙的工程于 2025 年 12 月底完成。

2.3.8 麟山亭

(1) 租赁

2025 年麟山亭全年出租。

2.3.9 2025 年属校建设

2025 年属校建设工程如下：

序号	项目	预算 S$	实际支出 S$
道南学校			
1	校史馆“道南轩”的翻新和改善工程	16,667.00 (延至 2025 年使用的 2024 年预算)	9,185.07
2	从学校 4 号门到食堂的走道提升工程，会馆拨款为总支出的 2/3，或顶限 $80,000 a) 走道$30,000 x 2/3 = $20,000 c) 学校食堂$30,000 x 2/3 = $20,000	20,000.00 (延至 2025 年使用的 2024 年预算) 20,000.00 (延至 2025 年使用的 2024 年预算，但工程款项最终全部由学校支出，无需动用到属校董事部预算。)	20,000.00 -
3	从道南学校二楼延伸至校外行人天桥的连接工程（总支出的 5%）	16,461.18	- (延至 2026 年进行)
	小计	73,128.18	29,185.07
爱同学校			
4	落地旋转闸门和自动卷帘门项目（总支出的 5%）	5,000.00	2,265.61 (剩余的$2,734.39 延至 2026 年使用)
	小计	5,000.00	2,265.61
崇福学校			
5	落地旋转闸门和自动卷帘门项目（总支出的 5%）	5,063.92	- (延至 2026 年进行)
	小计	5,063.92	-
南侨小学			
6	2025 年批示的保安亭和有盖走廊	15,260.00	- (延至 2026 年进行)
	小计	15,260.00	-
光华学校			
7	教育部总部启动的安全系统项目（总支出的 5%）	21,500.00	1,409.59 (剩余的$20,090.41 延至 2026 年使用)
	小计	21,500.00	1,409.59

南侨中学			
8	HIVE 室的设计及翻新（总支出的 5%）	5,450.00	2,960.75
	小计	5,450.00	2,960.75
	总计	**125,402.10**	**35,821.02**

2.4 文化组报告

2.4.1 第 23 届全国中学生华文创作比赛“新蕾奖”与“新蕾爱拍客”

上述比赛由福建会馆、文艺协会、南侨中学联合主办，早报《逗号》为媒体支持单位。上述比赛包括“新蕾奖”和“新蕾爱拍客”。

(1) 宣传及报道

为吸引更多学生参加“新蕾爱拍客”，南侨中学与往届一样邀请到邓宝翠导演于 2025 年 3 月 25 日下午，在南侨中学为学生主持摄影与写作工作坊，以宣传本届“新蕾奖”及“新蕾爱拍客”，共 12 所学校 122 位学生参与。

新蕾奖获奖名单、新蕾奖获奖名单以及各组的金奖作品，也于 9 月 1 日上载至早报校园的网页。

(2) “新蕾奖”

新蕾奖于 2025 年 4 月 11 日下午在南侨中学礼堂举行现场写作比赛，来自 83 所学校的 489 名学生参赛，比赛组别分别为高年级组、低年级组及诗歌组。

(3) “新蕾爱拍客”

新蕾爱拍客于 2025 年 3 月初至 4 月 20 日征稿，共收到来自 47 所学校 466 位学生的参赛作品；其中 44 位学生的作品上载到社交媒体 IG，评选投票截至 5 月 19 日，投选期内获得最多点赞人数的作品获得 IG 人气奖。

2.4.2 第 27 届新加坡大专文学奖

大专文学奖于 2025 年 2 月 1 日至 5 月 31 日征稿，主题为“寸心蕴丹野 翰墨行扁舟”，共收到 687 份参赛作品。本届比赛组别分为小说组、散文组、汉诗组、现代诗（长诗）组、三行诗组和“新”秀奖。

2.4.3 第 23 届新加坡福建会馆文学奖颁奖典礼

文学奖颁奖典礼于 2025 年 8 月 23 日下午在信立路 5 号多功能礼堂举行，主宾为内政部兼社会及家庭发展部政务部长吴培铭，出席人数近 400 人。本届文学奖共颁发 123 份奖，包括属校小学生华文作文比赛 26 份及团体总冠军 1 份（由于道南学校连续 3 年获得团体奖，获得额外奖金）、“新蕾奖”40 份及“新蕾爱拍客”12 份，以及大专文学奖 44 份（包括《早报》金奖）。三个奖项的得奖作品集也于当天分发予获奖学生及嘉宾。

本届颁奖典礼邀请到文史作者李国梁举办文学讲座，分享创作心得。

2.4.4 天福宫

(1) 常年活动

天福宫在 2025 年举办下列常年活动：

活动	**日期（农历）**	**日期（阳历）**
农历新年庆祝活动	农历除夕至正月十六	1 月 28 日至 2 月 13 日
开漳圣王	农历二月十四	3 月 13 日
观音圣诞（出生）	农历二月十九	3 月 18 日
清明节	农历三月初七	4 月 4 日
保生大帝诞	农历三月十五	4 月 12 日
妈祖诞	农历三月二十至廿四	4 月 17 日至 20 日
关圣帝君圣诞	农历五月十三	6 月 8 日
伽蓝菩萨	农历五月十三	6 月 8 日
城隍爷诞	农历五月廿八	6 月 23 日
观音圣诞（成道）	农历六月十九	7 月 13 日
盂兰盆节	农历七月十四	9 月 5 日

孔子诞	农历七月三十和八月廿七	9 月 21 日和 10 月 18 日
观音圣诞（出家）	农历九月十九	11 月 8 日

(2) 乙巳年农历新年文化活动

乙巳年农历新年文化活动于 2025 年 1 月 28 日至 2 月 13 日（除夕至正月十六日）在天福宫举办一连 17 天的活动，呈献的项目基本与 2024 年一致，传统福建提线木偶戏、庆祝天公诞等，也包括受公众喜爱的新春庙会。文化项目获得社区融合基金 S$30,350.45 的津贴。

(3) 妈祖千秋宝诞庆祝活动

欢庆妈祖千秋宝诞于 2025 年 4 月 17 日至 4 月 20 日在直落亚逸街举办一连 4 天的活动，共吸引逾 4,000 名善信和公众参与；呈献的文化项目除与 2024 年一致的慈善晚宴暨怀旧金曲之夜、群狮贺寿、传统福建提线木偶戏、妈祖绕境巡安等，亦新增天福宫 - SG60 现场写生比赛。文化项目获得社区融合基金 S$35,213.93 的津贴。

慈善晚宴暨怀旧金曲之夜于 4 月 17 日在 137 直落亚逸街广场举行，主宾为时任数码发展及新闻部长兼内政部第二部长杨莉明，并为约 200 位年长者分发礼券。

(4) 盂兰盆节

盂兰盆节于 2025 年 9 月 5 日在天福宫举行祭祀仪式，共收到约 800 个报名，比 2024 年增加约 26%。

2.4.5 梧槽大伯公

(1) 常年活动

梧槽大伯公在 2025 年举办下列常年活动：

活动	**日期（农历）**	**日期（阳历）**
农历新年庆祝活动	农历除夕至正月十五	1 月 28 日至 2 月 12 日
大伯公诞	农历二月初二	3 月 1 日
虎爷开口日	农历二月初六	3 月 5 日

注生娘娘诞辰	农历三月二十	4 月 17 日
关圣帝君诞	农历六月廿四	7 月 18 日
大伯公诞（成道）	农历八月十四至十五	10 月 5 日和 6 日
答谢神恩	农历十一月初五至初六	12 月 24 日和 25 日

(2) 乙巳年农历新年活动

乙巳年农历新年活动于 2025 年 1 月 28 日至 2 月 12 日（除夕至正月十五日）在梧槽大伯公举办，呈献的项目有：迎新祈福、接财神、拜太岁、庆祝天公诞等；这是福建会馆接管后的第一个农历新年活动，年除夕及正月初一、初二前去敬神与拜太岁的善信络绎不绝。

(3) 大伯公诞和虎爷开口日

大伯公诞和虎爷开口日分别于 2025 年 3 月 1 日和 3 月 5 日在梧槽大伯公庙举行，两日前来祭祀的信众皆十分踊跃。

大伯公诞（成道）于 2025 年 10 月 5 日和 6 日在梧槽大伯公庙举办，因首日在星期日，相比 2024 年福物和人流都有所增加。

(4) 关帝诞

关帝诞于 2025 年 7 月 18 日（星期五）在梧槽大伯公庙举办，因神诞在平常日，人潮相比去年较少；但售出的神诞福物与去年相当。

2.4.6 金兰庙

(1) 常年活动

金兰庙在 2025 年举办下列常年活动：

活动	**日期（农历）**	**日期（阳历）**
农历新年庆祝活动	农历除夕至正月十五	1 月 28 日至 2 月 12 日
清水祖师诞	农历正月初六	2 月 3 日
大伯公诞	农历二月初二	3 月 1 日
虎爷开口日	农历二月初六	3 月 5 日
清明节	农历三月初七	4 月 4 日

三世佛	农历四月初四	5 月 1 日
虎爷诞（天贶节）	农历六月初六	6 月 30 日
盂兰盆节	农历七月十四	9 月 5 日
大伯公诞（成道）	农历八月十二	10 月 3 日
弥陀诞	农历十一月十七	2026 年 1 月 5 日

⑵ 翻新后正式开放

金兰庙于 2025 年 1 月 28 日（年除夕）起正式对外开放，供善信祭拜神明和祖先。此前，金兰庙已于 1 月 24 日（星期五）恭请法师祀请神明安座、诵经祈福，祈求风调雨顺、国泰民安、阖家平安，事事顺利。

⑶ 乙巳年农历新年活动

乙巳年农历新年活动于 2025 年 1 月 28 日至 2 月 12 日（除夕至正月十五日）在金兰庙举办，呈献的项目有：迎新祈福、拜太岁和天公诞等；这是福建会馆接管金兰庙后的第一场大型活动。

⑷ 大伯公诞和虎爷开口日

大伯公诞和虎爷开口日分别于 2025 年 3 月 1 日（二月初二）和 3 月 5 日在金兰庙举行，前来祭祀的信众较平日多。

大伯公诞（成道）于 2025 年 10 月 3 日在金兰庙举行，相比二月初二的诞辰，前来祭拜的善信和售卖的福物都有所增加。

⑸ 清明节

清明节于 2025 年 4 月 4 日在金兰庙举行祭祖仪式，报名参加仪式的人数远超出预期，约 700 余位。清明期间善信前来祭祖秩序良好，焚化金炉也能够应对需求。

⑹ 盂兰盆节

盂兰盆节于 2025 年 9 月 5 日在金兰庙首次举办祭祀仪式，共收到近 1,250 个报名，也有许多善信亲自前来祭拜祖先。

(7) 弥陀诞

弥陀诞于2026年1月5日在金兰庙首次举行祭祖法会，获得近500份报名。

2.4.7 第八届新加坡福建文化节

第八届新加坡福建文化节于2025年11月7日至9日(星期五至星期日)，在直落亚逸街福建会馆大厦广场、天福宫及崇文阁举行一系列活动，宣传标语为“闽风．闽艺．闽味”，约5,000人出席活动。文化节包括：闽味飘香 —— 美食街；闽艺荟萃 —— 社团汇演、闽南歌曲大家唱及工作坊；闽碑解码 —— 展览等。本届文化节的现场布置、宣传等基本延续2022年的方式，也举办了媒体预览及试吃会等，并聘用网红在脸书、Instagram、TikTok等社交媒体平台宣传。文化节活动获得社区融合基金（Community Integration Fund）的最高补助款额$100,000.00。活动详情如下：

<table>
<tr><td></td><td>11月7日
（星期五）</td><td colspan="3">11月7日、8日、9*日（星期五、六、日）
(9日下午3点结束，除闽南歌曲大家唱至下午4时30分结束)</td></tr>
<tr><td>10am</td><td>开幕典礼</td><td rowspan="10">闽艺荟萃 — 社团汇演、工作坊 / 闽南歌曲大家唱（11月9日下午）</td><td rowspan="8">闽味飘香 — 美食街
特产/美食
17个摊位</td><td rowspan="11">闽碑解码 —— 展览</td><td rowspan="11">导览
活动
(义工)</td></tr>
<tr><td>11am</td><td rowspan="10"></td></tr>
<tr><td>12pm</td></tr>
<tr><td>1pm</td></tr>
<tr><td>2pm</td></tr>
<tr><td>3pm</td></tr>
<tr><td>4pm</td></tr>
<tr><td>5pm</td></tr>
<tr><td>6pm</td><td></td></tr>
<tr><td>7pm</td><td rowspan="3">11月7日
闽艺荟萃 — 闽南歌曲大家唱</td><td rowspan="3"></td></tr>
<tr><td>8pm</td></tr>
<tr><td>9pm</td></tr>
</table>

(1) 开幕典礼

文化节开幕典礼于2025年11月7日（星期五）上午10时至11时30分，在直落亚逸街137号广场、天福宫及崇文阁举行，主宾为国家发展部长兼华社联络组主席徐芳达。

(2) 闽味飘香 —— 美食街

上述活动于 2025 年 11 月 7 日至 9 日在 137 号直落亚逸街广场举行，共有 15 间闽属会馆（包括福建会馆）参与，闽属会馆分享所属地区正宗特色美食以及土特产（如猫仔粥、番薯粿等），或是本地闽属文化相关食品及产品。

(3) 闽艺荟萃 ——社团汇演、闽南歌曲大家唱及工作坊

社团汇演

上述汇演于 2025 年 11 月 7 日和 8 日的下午，以及 9 日上午在直落亚逸街广场的舞台区呈现，闽属会馆以及福建会馆附属机构等呈献与福建文化相关的文娱表演，如莆田十音八乐、闽南布袋戏、本地创作的闽南语汉诗演唱、《石头记: 福建会馆属下宫庙碑刻》讲座等。

闽南歌曲大家唱

上述表演于 2025 年 11 月 7 日晚上 7 时至 9 时和 11 月 9 日下午 2 时 30 分至 4 时 30 分在直落亚逸街广场的舞台区表演，两场的主持人都是林茹萍，通过耳熟能详的经典闽南歌曲，让公众感受闽南文化风情。

工作坊

本届文化节新增 4 个工作坊，于 2025 年 11 月 7 日至 9 日在崇文阁以及直落亚逸街广场的舞台区举办，工作坊包括：好吃好玩的传统糕点红龟粿及发糕工作坊；让公众体验雕刻艺术的拓印工作坊；寓教于乐的乐学福建话工作坊，总共 14 场，其中有 10 场满座，共约 400 人参加。

(4) 闽碑解码 —— 展览

《石碑解码：新加坡福建会馆碑刻拓片》展览于 11 月 7 日至 9 日在天福宫及崇文阁二楼举行，共展出 12 片闽属庙宇及建筑的石碑拓片，包括天福宫、崇文阁、金兰庙、梧槽大伯公、麟山亭及萃英书院之碑文等。配合此展览也举办了讲座和拓印工作坊，公众也可通过在展览特刊上收集分布在展览场地的三个盖章，换取小礼品以吸引公众浏览完整展览。

2.4.8 出版儿童绘本

为欢庆会馆 185 周年推出的儿童绘本中文版《粿就粿位，预备，行！》及英文版"Ready, Kueh Set, Go!"，于 2025 年 10 月 2 日配合儿童节庆祝活动在爱同学校举行新书发布仪式，主宾为碧山-大巴窑集选区议员陈诗韵。绘本以代表属校五所小学的福建传统糕点人物，带出属校小学联合运动会这一传统，篇幅约 40 页。

2.5 社会服务组报告

2.5.1 慈善捐款

2025 年会馆慈善捐款数额如下：

类别	金额 S$
勿洛 Lucky Heights 邻里委员会	410
勿洛公民咨询委员会	5,347
湘灵音乐社	12,000
国家艺术理事会 stART Fund	50,000
新加坡宗乡会馆联合总会 40 周年庆	50,000
新加坡华族文化中心 – 第四年（共捐款 S$600,000，分 5 年捐，即 2022 至 2026，每年 S$100,000）	100,000
新加坡华族舞蹈剧场	150,000
总统挑战	200,000
福建基金	1,000,000
总计	**1,567,757**

其他各类慈善捐款项目及属校助学金由福建基金捐助，因此列于福建基金 2025 年度会员大会报告。

2.6 会员事务组报告

2.6.1 会员人数

2025 年，新入会的会员有 246 位，更新会籍的有 179 位，恢复会籍者有 1 位，未缴交年捐被终止会籍、退会、已故者及无法联系

的终身会员共 586 人，截至 2025 年 12 月 31 日会员总人数为 4,557 位。

2.6.2 会员活动

2025 年举办了以下会员活动：

日期	活动项目	形式	参与人数
3月28日晚上	小一报名说明会	现场	66名会员及配偶
3月29日上午		线上	119名会员
10月10日晚上	新会员迎新会	现场	27名会员及配偶
10月11日上午		线上	49名会员

2.6.3 会馆属校小一报名 2B 阶段推荐条件的调整

从 2025 年起，会馆属校小一报名 2B 阶段的推荐条件从原本的 2 年会籍缩短成 1 年 9 个月，即：2021 年出生的孩子，父母最迟需要在 2025 年 9 月 30 日报名成为会员。另一个推荐条件将维持不变，即：通过会馆平台完成至少 80 个小时的义务服务时数。

2.7 青年组报告

2.7.1 青年组活动

(1) 与孙雪玲政务部长对话会

与民情联络组联办与孙雪玲政务部长对话会于 4 月 3 日（星期四）晚上，在全国职工总会中心 (NTUC Centre)举行，共有 125 位会员及公众出席对话会。对话会由福建会馆青年组组员陈怡文主持。

(2) 会员联谊活动

2025 年会员联谊活动计有：

日期	活动项目	地点	参与人数
7月19日晚上	榴梿水果嘉年华	信立路5号食堂	共226人（理事、组员，以及33名会员偕同家属共215人）参加，即共21桌

12月19日上午	“冬至庆团圆 · 欢乐在仟湖”	仟湖渔场	共96人（成人57位，儿童39位；包括24名会员及家属）出席

(3) 商务交流会

2025 年商务交流会计有:

日期	活动项目	地点	参与人数
9月19日晚上	商务交流活动暨炉边分享会(主讲者：青年组主任叶国清)	信立路5号会议厅	共55人（13名理事、10名闽属会馆的青年代表，以及32名会员及同伴）出席

(4) 慈善公益活动

2025 年慈善公益活动计有:

日期	活动项目	地点	参与人数
11月1日上午	慈善公益活动	广惠肇留医院	共35名义工及9名义工的子女，与40名住院病患一同进行互动游戏、唱卡拉OK、用午餐等。

2.7.2 185 周年庆义跑

185 周年慈善义跑兼义走活动于 5 月 18 日（星期日）上午在南洋理工大学华裔馆前广场举行，活动包括：5 公里环绕南大校园义跑、1.85 公里环绕云南园义走，以及迷你嘉年华。主宾时任交通部长兼财政部第二部长徐芳达除了为义走主持挥旗仪式，也参与部份义走，与会员、闽属会馆成员以及属校教职员互动。出席人数超过 800 人。

2.8 文化学院报告

2.8.1 文化学院事务

(1) 2025 年度财务报告

学院个别单位和整体的税前总盈/(亏)简报如下:

	2025 年 1-12 月 收支总盈/(亏)	2024 年 1-12 月 收支总盈/(亏)	年比 增/(减)
文化艺术团	$119,998	$65,027	$54,971
幼儿园	$202,727	$431,543	($228,816)
午后学堂	$130,411	$164,596	($34,185)
学院总部	($90,904)	($273,920)	$183,016
整体（税前）	**$362,232**	**$387,246**	**($25,014)**

(2) 年度资产负债表

截至 2025 年 12 月底，学院的总存款和现金如下：

	学院总部及 午后学堂	文化艺术团	幼儿园	合计
定期存款	--	$272,824	$1,731,234	**$2,004,058**
国库券	--	$993,017	$993,017	**$1,986,034**
银行户口	$216,769	$111,938	$57,520	**$386,227**
现金	$1,500	$2,000	$1,000	**$4,500**

(3) 人事

截至 2025 年 12 月底文化学院的职员人数如下：

部门人员	职员人数 (名)
学院总部	8
文化艺术团	12
幼儿园	24
午后学堂	15
总数	**59**

文化艺术团人事变动

文化艺术团执行总监黄秀玲于 2025 年 2 月 28 日退休。作为艺术团创始成员之一，黄女士自 1987 年开办演艺班以来，历经艺术团各发展阶段，长期参与并推动整体运作与发展规划的落实，并在推广华文教育与文化艺术方面作出深远贡献。

2.8.2 文化艺术团

(1) 学生人数

2025 年全年学生报名人数如下:

校园	学生人数（名）	
	2024	2025
大巴窑	849	773
信立	393	325
总人数	**1,242**	**1,098**

(2) 假期营

艺术团全年共举办了六个假期营，约 309 名学生人次参与。

(3) 演出 ——文化随意门

2025 年，艺术团举办了“文化随意门”系列演出，详情如下:

日期	剧目	地点	场次		学校 (所)		学生人数(名)	
			2024	2025	2024	2025	2024	2025
4 月 22 日至 25 日	《东郭先生》	新加坡华族文化中心	-	4	-	12	-	1,733
3 至 9 月份	《包小龙捉贼记》、《周处除三害》、《嫦娥奔月》、《三借芭蕉扇》	信立剧场	40	40	49	56	6,799	7,298
总人数			**40**	**44**	**49**	**68**	**6,799**	**9,031**

(4) 李光耀双语基金“戏里戏外”项目

2025 年，艺术团举办了李光耀双语基金“戏里戏外”系列活动，详情如下:

日期	剧目	场次		学校（所）		学生人数 (名)	
		2024	2025	2024	2025	2024	2025
7 月 3 日至 17 日	P2《小小的扑满》	15	15	25	27	3,337	3,152

8 月 27 日至 9 月 19 日	P1《宝贝！宝贝！小心啊！》	15	15	19	20	2,502	2,582
	总数	**30**	**30**	**44**	**47**	**5,839**	**5,734**

(5) “双文化华文优选课程”语文营

上述语文营于 2025 年 5 月 26 日至 29 日，在两个校园同步举行。除五间属校的同学外，参与学生还包括启化及培青的学生，共 253 名学生参与，信立校园和大巴窑校园参与学生人数分别为 146 名和 107 名。

(6) 校外课

2025 年，艺术团举办了以下校外课，详情如下：

月份	课程	学校 (所)		班级数		节数	
		2024	2025	2024	2025	2024	2025
3 月至 10 月	戏剧课、创意写作课、周会表演《金粽子》、广播课、小记者课、相声课、BiCEP 毕业小品课	13	14	50	54	65	62

2.8.3 幼儿园

(1) 学生人数

截至 2025 年 12 月的学生人数为 126 名，相比 2024 年学生人数 144 名，减少 18 名。

(2) 学校活动

幼儿园全年共举办了 24 项活动，包括节日庆祝、假期营等。

年终表演暨毕业典礼

幼儿园于 2025 年 11 月 27 日举行第十一届毕业典礼，主题为“运动保健康，快乐每一天”。本届共有 43 名学生毕业，出席的家长及嘉宾共 273 人。

2.8.4 午后学堂

(1) 学生人数

2025 年全年学生人数如下:

校园	学生人数 (名)	
	2024	2025
大巴窑	99	67
信立	150	97
总人数	**249**	**164**

(2) 活动

午后学堂全年共举办 18 项活动，包括节日庆祝、假期营等。

薄饼制作工作坊
大巴窑午后学堂于 2025 年 9 月 10 日组织学生与家长前往崇文阁乐膳馆，参与亲子薄饼制作工作坊及中秋灯笼制作活动。活动共有 54 名学生和家长参与，获得家长一致好评，认为内容富有文化意义，并有效促进亲子互动。

2.8.5 其他课程与活动

(1) 补习及编码课程

2025 年 全年学生报名人数如下:

课程	学生人数 (名)	
	2024	2025
小学补习班	72	81
编码课程	45	40
总人数	**117**	**121**

假期营

在 2025 年学校假期期间，学院在大巴窑和信立校园举办 7 场编码假期营及 1 场数学与科学启航营, 共计吸引约 100 人次学生参与。

(2) 福建会话班

课程人数

2025 年共开办 21 场福建会话系列课程，约有 1,000 名学生参与。报名的学生来自社会组织、老人院、学校等。

文化之旅

华侨高中学生于 2025 年 6 月 3 日完成福建话基础课程，并于 6 月 25 日参与《福建话学习之旅》结业活动，共有 30 名学生与 40 名乐龄人士参与，涵盖歌曲演唱、“丽的呼声”分享、广场舞及童谣演出，展现跨代交流学习成果，《联合早报》亦到场采访报道。

(3) 福建会馆 185 周年庆典暨教师节慰劳晚宴

为支持福建会馆于 2025 年 9 月 4 日在滨海湾金沙会展中心举办的 185 周年庆晚宴，文化学院附属单位呈献了一系列的演出，列表如下：

演出单位	**演出形式**	**表演人数**
幼儿园	武术	18
艺术团	歌舞	24
午后学堂	流行音乐歌舞	24

(4) 第八届新加坡福建文化节

为支持福建会馆于 2025 年 11 月 7 日至 9 日在 137 号直落亚逸街举办的 福建文化节，文化学院附属单位呈献了一系列的演出，列表如下：

演出单位	**演出形式**	**表演人数**
艺术团 （广播班）	群口讲故事	4
午后学堂	童谣演出及武术	40
学院总部 (苏加顺)	健身操、闽南歌唱及福建亲子工作坊	1

2025年度财务报告

3 财务报告

截至 2025 年 12 月 31 日，本会馆经审计后的财务状况简报如下：全年的净盈余是$14,460,591，净资产为$223,182,268。

截至 2025 年 12 月 31 日，会馆与附属机构（包括云南园实业私营有限公司及福建会馆文化学院）经审计后的综合财务状况简报如下：全年的净盈余是$27,915,934，净资产为$419,804,973。

（详细数据请参阅第 39 至 84 页）

2025年1月1日至12月31日，本会馆的综合财务状况简报如下：

1. 综合收益表 **1. Consolidated Income Statements**

		Jan-Dec 25		Jan-Dec 24	
		本会馆及附属公司 Group	本会馆 Huay Kuan	本会馆及附属公司 Group	本会馆 Huay Kuan
		$	$	$	$
入会费及年捐	Entrance and subscription fees	217,518	217,518	218,628	218,627
文化学院收入	Income from Academy	5,949,481	-	6,144,850	-
庙宇收入	Income from temples	3,463,379	3,463,379	2,162,295	2,162,295
管理费收入	Management fee	24,000	264,000	24,000	264,000
服务收费	Services chargeable	100,800	688,800	100,800	688,800
租金收入	Rental income	8,016,952	8,059,702	7,682,065	7,724,505
政府津贴	Government grant	434,412	90,527	529,025	155,263
其他收入	Sundry income	100,098	26,705	111,870	22,929
		18,306,640	12,810,630	16,973,534	11,236,419
股票股息收入	Dividend income	540,358	365,738	431,213	200,112
债券利息收入	Coupons from Bonds	1,885,782	325,281	1,279,401	663
利息收入	Interest income	737,969	470,291	766,965	504,959
		3,164,109	1,161,310	2,477,579	705,735
净盈余/(不敷)来自：	Net surplus/(deficit) from:				
组合投资户口	Investments under fund management	333,484	265,429	816,198	499,988
通过盈亏实现公允价值	Fair value gain/(loss) on "FVTPL"	24,909,204	11,066,761	20,188,350	8,586,266
总收入	**Total income**	46,713,437	25,304,131	40,455,609	21,028,408
扣除：	**Less :**				
折旧	Depreciation	2,012,930	1,761,257	2,001,011	1,741,849
其他开支	Other expenses	13,835,582	8,695,122	12,303,165	6,391,638
		15,848,512	10,456,379	14,304,177	8,133,487
未扣除税务之	**(Deficit)/Surplus before tax**	30,864,925	14,847,752	26,151,432	12,894,921
税务调整	**Taxation**	(2,948,991)	(387,161)	(1,112,299)	(182,041)
		27,915,934	14,460,591	25,039,133	12,712,880
承前年累积资金	**Accumulated funds brought forward**	321,889,039	138,721,677	296,849,906	126,008,797
转入明年累积资金	**Accumulated funds carried forward**	349,804,973	153,182,268	321,889,039	138,721,677

截至2025年12月31日，本会馆的综合财务状况简报如下：

2. 综合资产负债表 **2. Consolidated Balance Sheets**

		(after audit) 31/12/2025		(after audit) 31/12/2024	
		本会馆及附属公司 Group $	本会馆 Huay Kuan $	本会馆及附属公司 Group $	本会馆 Huay Kuan $
非流动资产	**Non-current assets**				
产业及设备	Property, plant and equipment	18,189,532	17,865,916	18,538,429	17,976,556
投资产业	Investment properties	21,354,189	21,354,189	22,109,637	22,109,637
投资于附属公司	Investment in subsidiary	-	7,000,000	-	7,000,000
以公允价值计量且其变动计入损益的金融资产	Financial assets at fair value thu profit or loss	359,140,269	162,303,706	292,563,169	120,264,234
其他金融资产按摊销成本计算	Other financial assets at amortised cost	2,007,000	2,007,000	11,724,375	8,724,375
		400,690,990	210,530,811	344,935,610	176,074,802
流动资产	**Current assets**				
库存	Inventories	23,697	-	24,119	-
其他金融资产按摊销成本计算	Other financial assets at amortised cost	11,703,409	6,717,375	2,752,750	2,752,750
其他债务人	Other receivables	509,075	301,067	726,160	469,461
现金及现金等值物	Cash and cash equivalents	14,667,017	9,375,817	50,122,008	32,886,913
		26,903,198	16,394,259	53,625,037	36,109,124
总资产	**Total assets**	427,594,188	226,925,070	398,560,647	212,183,926
流动负债	**Current liabilities**				
其他债权人	Other payables	7,789,215	3,742,802	6,671,608	3,462,249
		7,789,215	3,742,802	6,671,608	3,462,249
总负债	**Total liabilities**	7,789,215	3,742,802	6,671,608	3,462,249
净资产	**Net assets**	419,804,973	223,182,268	391,889,039	208,721,677
基金	**Funds**				
累积资金	**Accumulated funds**	349,804,973	153,182,268	321,889,039	138,721,677
特别储备金	**Special reserve fund**	70,000,000	70,000,000	70,000,000	70,000,000
		419,804,973	223,182,268	391,889,039	208,721,677

SINGAPORE HOKKIEN HUAY KUAN
AND ITS SUBSIDIARIES
(Co. Reg. No. 193700041W)

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 DECEMBER 2025

CONTENTS

Directors' Statement	42
Independent Auditor's Report	44
Statements of Comprehensive Income	47
Balance Sheets	48
Statements of Changes in Funds	49
Consolidated Statement of Cash Flows	50
Notes to the Financial Statements	51

SINGAPORE HOKKIEN HUAY KUAN AND ITS SUBSIDIARIES

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of the Group and the balance sheet, statement of comprehensive income and statement of changes in funds of the Company for the financial year ended 31 December 2025.

In the opinion of the directors:

(i) the consolidated financial statements of the Group and the balance sheet, statement of comprehensive income and statement of changes in funds of the Company as set out on pages 47 to 84 are properly drawn up so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2025 and of the financial performance and changes in funds of the Group and the Company and cash flows of the Group for the financial year then ended in accordance with the provisions of the Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore; and

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

Directors

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

Tan Cheng Gay
Chua Kee Seng
Loo Lip Giam
Lee Sze Leong
Neo Kah Kiat
Lee Cheng Chye
Lim Beng Beng
Tan Kang Uei Anthony
Ng Hsueh Ling
Lim Eng Koo
Goi Kok Ming
Tan Han Tong
Yap Kok Cheng
Teo Chin Meng
Chua Eng Eng
Ang Jian Kai
Tan Ee Li Joyce
Ang Boon Cheow Edward
Koh Chin Yee
Ng Tze Yong
Tan Bock Huat
Ng Zhihan
Chan Hock Keng
Ang Bock Cheng (Deceased on 7 May 2026)
Lee Swee Keng
Pok Cheng Chong
Ong Chuon Yi
Teo Cher Cheong
Tan Kheng Boon Eugene
Tan Thiam Soon
Ng Puay Cheng
Teo Kek Yeng
Choo Tiong Hum
Png Yiow Beng
Chan Sen Meng
See Yong Hai
Tan Keng Soon
Soon Yong Quan Alvin

Arrangement to enable directors to acquire shares or debentures

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

Directors' interest in shares or debentures

The Company is limited by guarantee and has no shares or debentures.

According to the Register of Directors' Shareholdings kept pursuant to Section 164 of the Act, none of the directors of the subsidiaries holding office at the end of the financial year had an interest in shares and debentures of the subsidiaries, Singapore Hokkien Huay Kuan Cultural Academy Pte. Ltd. and Yunnan Realty Pte Ltd.

Other matters

As the Company is limited by guarantee, matters relating to interest in shares, debentures or share options of the Company are not applicable.

Independent auditor

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

On behalf of the Board of Directors

Chua Kee Seng
Director

Loo Lip Giam
Director

Lim Beng Beng
Director

15 May 2026

600 North Bridge Road
#05-01 Parkview Square
Singapore 188778

T: +65 6336 2828
www.bakertilly.sg

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE HOKKIEN HUAY KUAN

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Singapore Hokkien Huay Kuan (the "Company") and its subsidiaries (the "Group") as set out on pages 47 to 84, which comprise the balance sheets of the Group and the Company as at 31 December 2025, and the statements of comprehensive income, statements of changes in funds of the Group and the Company and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet, statement of comprehensive income and statement of changes in funds of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in funds and consolidated cash flows of the Group and the financial performance and changes in funds 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 Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report 2025, but does not include the financial statements and our auditor's report thereon.

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

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

Baker Tilly TFW LLP (trading as Baker Tilly) is a member of the global network of Baker Tilly International Ltd, the members of which are separate and independent legal entities.

Baker Tilly TFW LLP (Registration No.T10LL1485G) is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act (Chapter 163A).

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE HOKKIEN HUAY KUAN (cont'd)

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

Responsibilities of Management and Directors for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Group'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 Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

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

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of group audit. We remain solely responsible for our audit opinion.

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

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Heng Bao Sheng.

Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

15 May 2026

SINGAPORE HOKKIEN HUAY KUAN AND ITS SUBSIDIARIES

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

		Group		Company	
		2025	2024	**2025**	2024
	Note	**$**	$	**$**	$
Revenue	4	**9,630,378**	8,525,773	**3,680,897**	2,380,923
Finance income	5	**3,497,593**	3,293,777	**1,426,739**	1,205,722
Fair value gain on financial assets at FVTPL		**24,909,204**	20,188,299	**11,066,761**	8,586,266
Other income	6	**8,676,262**	8,447,760	**9,129,734**	8,855,497
		46,713,437	40,455,609	**25,304,131**	21,028,408
Less expenses					
Depreciation of property, plant and equipment	11	**1,257,482**	1,259,286	**1,005,809**	1,000,123
Interest expense on lease liabilities	12	**18,258**	28,901	**–**	–
Depreciation of investment properties	13	**755,448**	741,727	**755,448**	741,727
Donations	7	**1,567,757**	317,712	**1,567,757**	317,712
Staff costs	8	**5,699,092**	5,424,798	**2,185,533**	1,885,918
Other expenses	9	**6,550,475**	6,531,753	**4,941,832**	4,188,007
		15,848,512	14,304,177	**10,456,379**	8,133,487
Profit before tax		**30,864,925**	26,151,432	**14,847,752**	12,894,921
Tax expense	10	**(2,948,991)**	(1,112,299)	**(387,161)**	(182,041)
Profit and total comprehensive income for the financial year		**27,915,934**	25,039,133	**14,460,591**	12,712,880

Note:

(1) FVTPL: fair value through profit or loss

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

SINGAPORE HOKKIEN HUAY KUAN AND ITS SUBSIDIARIES

BALANCE SHEETS
At 31 December 2025

	Note	Group		Company	
		2025	2024	**2025**	2024
		$	$	**$**	$
Non-current assets					
Property, plant and equipment	11	**18,189,532**	18,538,429	**17,865,916**	17,976,556
Investment properties	13	**21,354,189**	22,109,637	**21,354,189**	22,109,637
Investment in subsidiaries	14	**–**	–	**7,000,000**	7,000,000
Financial assets at amortised cost	15	**2,007,000**	11,724,375	**2,007,000**	8,724,375
Financial assets at FVTPL	16	**359,140,269**	292,563,169	**162,303,706**	120,264,234
		400,690,990	344,935,610	**210,530,811**	176,074,802
Current assets					
Inventories		**23,697**	24,119	**–**	–
Financial assets at amortised cost	15	**11,703,409**	2,752,750	**6,717,375**	2,752,750
Trade and other receivables	17	**509,075**	726,160	**301,067**	469,461
Cash and cash equivalents	18	**14,667,017**	50,122,008	**9,375,817**	32,886,913
		26,903,198	53,625,037	**16,394,259**	36,109,124
Total assets		**427,594,188**	398,560,647	**226,925,070**	212,183,926
Non-current liabilities					
Lease liabilities	12	**16,829**	251,503	**–**	–
Current liabilities					
Other payables	19	**3,803,885**	4,227,629	**3,192,082**	3,096,200
Contract liabilities	20	**781,759**	822,325	**167,720**	190,049
Tax payables		**2,952,068**	1,146,652	**383,000**	176,000
Lease liabilities	12	**234,674**	223,499	**–**	–
		7,772,386	6,420,105	**3,742,802**	3,462,249
Total liabilities		**7,789,215**	6,671,608	**3,742,802**	3,462,249
Net assets		**419,804,973**	391,889,039	**223,182,268**	208,721,677
Funds					
Accumulated fund		**349,804,973**	321,889,039	**153,182,268**	138,721,677
Special reserve fund	21	**70,000,000**	70,000,000	**70,000,000**	70,000,000
Total funds		**419,804,973**	391,889,039	**223,182,268**	208,721,677

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

SINGAPORE HOKKIEN HUAY KUAN AND ITS SUBSIDIARIES

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

	Accumulated fund $	Special reserve fund $	Total funds $
Group			
Balance at 1 January 2024	296,849,906	70,000,000	366,849,906
Profit for the financial year	25,039,133	–	25,039,133
Balance at 31 December 2024	321,889,039	70,000,000	391,889,039
Profit for the financial year	27,915,934	–	27,915,934
Balance at 31 December 2025	**349,804,973**	**70,000,000**	**419,804,973**
Company			
Balance at 1 January 2024	126,008,797	70,000,000	196,008,797
Profit for the financial year	12,712,880	–	12,712,880
Balance at 31 December 2024	138,721,677	70,000,000	208,721,677
Profit for the financial year	14,460,591	–	14,460,591
Balance at 31 December 2025	**153,182,268**	**70,000,000**	**223,182,268**

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

SINGAPORE HOKKIEN HUAY KUAN AND ITS SUBSIDIARIES

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

	Group	
	2025	2024
	$	$
Cash flows from operating activities		
Profit before tax	**30,864,925**	26,151,432
Adjustments for:		
Depreciation of investment properties	**755,448**	741,727
Depreciation of property, plant and equipment	**1,257,482**	1,259,286
Interest expense on lease liabilities	**18,258**	28,901
Dividend income	**(540,358)**	(431,213)
Fair value gain on financial assets at FVTPL	**(24,909,204)**	(20,188,299)
Interest income	**(2,957,235)**	(2,862,564)
Property, plant and equipment written off	**3**	5,077
Operating cash flows before movements in working capital	**4,489,319**	4,704,347
Changes in working capital		
Inventories	**422**	3,120
Trade and other receivables	**160,047**	(201,182)
Other payables	**(423,744)**	946,833
Contract liabilities	**(40,566)**	(41,377)
Cash generated from operations	**4,185,478**	5,411,741
Tax paid	**(1,143,575)**	(1,007,659)
Net cash generated from operating activities	**3,041,903**	4,404,082
Cash flows from investing activities		
Purchase of financial assets at FVTPL	**(46,348,027)**	(3,400,000)
Purchase of financial assets at amortised cost	**–**	(3,274,327)
Proceeds from disposal of financial assets at FVTPL	**3,549,713**	959,639
Proceeds from disposal of financial assets at amortised cost	**4,114,783**	43,400,581
Purchase of property, plant and equipment	**(908,588)**	(2,017,500)
Purchase of investment properties	**–**	(68,600)
Dividend received	**209,443**	157,547
Interest received	**1,127,539**	1,503,118
Net cash (used in)/generated from investing activities	**(38,255,137)**	37,260,458
Cash flows from financing activities		
Repayments of lease liabilities (Note 12)	**(223,499)**	(212,856)
Interest paid on lease liabilities (Note 12)	**(18,258)**	(28,901)
Net cash used in financing activities	**(241,757)**	(241,757)
Net (decrease)/increase in cash and cash equivalents	**(35,454,991)**	41,422,783
Cash and cash equivalents at the beginning of financial year	**50,122,008**	8,699,225
Cash and cash equivalents at the end of financial year (Note 18)	**14,667,017**	50,122,008

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

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2025

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

1 Corporate information

The Company (Co. Reg. No. 193700041W) is incorporated and domiciled in Singapore. Its registered office is located at 5 Sennett Road, Singapore 466781.

The principal activities of the Company are to foster good relationship within the Hokkien community and with other communities, to conduct and promote arts and cultural activities in Singapore and to manage and maintain temples and the following schools:

Tao Nan School
Ai Tong School
Chongfu School
Nan Chiau Primary School
Kong Hwa School
Nan Chiau High School

The principal activities of its subsidiaries are disclosed in Note 14.

2 Material accounting policies

a) Basis of preparation

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

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

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The areas involving a higher degree of judgement in applying accounting policies, or areas where assumptions and estimates have a significant risk of resulting in material adjustment within the next financial year are disclosed in Note 3.

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables (other than lease liabilities) approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

2 Material accounting policies (cont'd)

a) Basis of preparation (cont'd)

New and revised standards that are adopted

In the current financial year, the Group has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to its operations and effective for the current financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

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

New and revised standards not yet effective

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

FRS 118 Presentation and Disclosure in Financial Statements

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

The new standard introduces the following key requirements:

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

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

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

Basis of consolidation

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

In the Company's balance sheet, investments in subsidiaries are accounted for at cost less accumulated impairment losses (if any). On disposal of the investment, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2 Material accounting policies (cont'd)

a) Basis of preparation (cont'd)

Basis of consolidation (cont'd)

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the balance sheet date. Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. The financial statements of the subsidiaries are prepared for the same reporting date as the parent. Consistent accounting policies are applied for similar transactions and events in similar circumstances.

b) Property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any impairment in value. Freehold land and construction in progress are not depreciated.

Depreciation is charged so as to allocate the depreciable amount of property, plant and equipment over their estimated useful lives, using the straight-line method as follows:

	Years
Leasehold land and buildings	30 - 50
Leasehold premise	6
Building extension	50
Office furniture, fittings and equipment	5 - 10
Computers	3
Renovations	5

c) Investment properties

Investment properties include properties that are held to earn rental income and/or for capital appreciation.

Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and any impairment in value. Depreciation is calculated using a straight-line method so as to allocate the depreciable amounts over the estimated useful life of 50 years. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are included in profit or loss when the changes arise.

d) Impairment of non-financial assets

At each reporting date, the Group assesses the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

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

2 Material accounting policies (cont'd)

d) Impairment of non-financial assets (cont'd)

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A previously recognised impairment loss for an asset other than goodwill is only reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

e) Financial assets

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

Financial assets are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at FVTPL) are added to the fair value of the financial assets on initial recognition. Transaction costs directly attributable to acquisition of financial assets at FVTPL are recognised immediately in profit or loss. Trade receivables without a significant financing component is initially measured at transaction prices.

Classification and measurement

All financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- FVTPL.

The classification is based on the entity's business model for managing the financial asset and the contractual cash flow characteristics of the financial assets.

Subsequent measurement

Debts instruments

Debt instruments include cash and cash equivalents, trade and other receivables (excluding prepayments) and investment in debt securities. There are three subsequent measurement categories, depending on the Group's business model for managing the asset and cash flow characteristics of the asset:

Amortised cost

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

2 Material accounting policies (cont'd)

e) Financial assets (cont'd)

Subsequent measurement (cont'd)

Debts instruments (cont'd)

Amortised cost (cont'd)

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired. Interest income from these financial assets is included in interest income using the EIR method.

FVTPL

Debts instruments that are held for trading as well as those that do not meet the criteria for classification as amortised cost are classified as FVTPL. Movements in fair values and interest income are recognised in profit or loss in the period in which it arises and presented in "other income" or "other expense".

Equity instruments

The Group subsequently measures all its equity investments at their fair values. Equity investments are classified as FVTPL with movements in their fair values recognised in profit or loss in the period in which the changes arise and presented in "other income" or "other expense".

Investments under fund management

Investments under fund management are classified and measured as financial asset at FVTPL. The Group and Company classify a portfolio of financial assets that is managed and whose performance is evaluated on a fair value basis as financial assets at FVTPL. Such portfolio of financial assets is neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets. The collection of contractual cash flows is only incidental to achieving the investment model's objective. The Group's primary focus on a portfolio of financial assets is on the fair value information and uses that information to assess the assets' performance and to make decisions. Movements in fair values, interest income and dividend income are recognised in profit or loss in the period in which it arises.

Impairment

The Group recognises an allowance for expected credit losses ("ECLs") for financial assets carried at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. 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 required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a "lifetime ECL").

For receivables that do not have a significant financing component, the Group applies a simplified approach to recognise a loss allowance based on lifetime ECLs at each reporting date.

The Group recognises an impairment gain or loss in profit or loss for all financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

2 Material accounting policies (cont'd)

f) Funds

Funds balances restricted by outside sources are so indicated and are distinguished from unrestricted funds 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 sources of such funds or through the terms of an appeal and are in contrast with unrestricted funds over which management retains full control to use in achieving any of its institutional purposes. An expense resulting from the operating activities of a fund that is directly attributable to the fund is charged to that fund. Common expenses, if any, are allocated on a reasonable basis to the funds based on a method most suitable to that common expense.

g) Revenue recognition

Entrance and subscription fees, and registration and tuition fees are recognised as a performance obligation satisfied over time. Revenue from course fees is recognised over the duration of the programmes and in the period in which the service is provided. Unearned income relating to the service to be rendered in future periods are included in contract liabilities.

Income from temples is recognised as and when they are received. Income from sales of temple related items, i.e. incense sticks and papers, is recognised at a point in time when the goods are delivered to the customers.

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

Dividend income is recognised when the right to receive payment is established.

Rental income is recognised on a straight-line basis over the lease term.

h) Leases

Where the Group entity is the lessee

The Group assess at contract inception whether a contract is, or contains, a lease.

The Group applies a single recognition and measurement approach for all contracts that are, or contain, a lease, except for short-term leases (i.e. for leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option) and leases of low-value assets. For these exempted leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liabilities

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

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

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

2 Material accounting policies (cont'd)

h) Leases (cont'd)

Where the Group entity is the lessee (cont'd)

Right-of-use assets

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

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

The Company applies FRS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in Note 2(d).

When a Group entity is the lessor

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct cost incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

i) Income taxes

Income tax on the profit or loss for the financial year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to items recognised outside profit or loss, either in other comprehensive income or directly in equity in which the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity respectively).

Current tax is the expected tax payable or recoverable on the taxable income for the current year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable or recoverable in respect of previous years. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Deferred tax is provided using the liability method, on all temporary differences at the balance sheet date arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except where the deferred tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither the accounting nor taxable profit or loss.

2 Material accounting policies (cont'd)

i) Income taxes (cont'd)

Deferred tax liability is provided on all taxable temporary differences arising on investments in subsidiaries, associated companies and joint ventures, except where the timing of the reversal of the temporary difference can be controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on currently enacted or substantively enacted tax rates at the balance sheet date.

Deferred income tax is measured based on the tax consequence that will follow the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities except for investment properties. Investment property measured at fair value is presumed to be recovered through sale.

3 Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Income taxes

Significant judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is concluded and is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the period in which such determination is made.

The carrying amounts of the Group's and the Company's tax payables as at 31 December 2025 are disclosed in the balance sheets.

Property, plant and equipment and investment properties

The Group reviews the residual values and useful lives of property, plant and equipment and investment properties at each balance sheet date in accordance with the accounting policy in Notes 2(b) and 2(c) respectively. The estimation of the residual values and useful lives involves assumptions concerning the future and estimations of the assets common life expectancies and expected level of usage. Any changes in the expected useful lives of these assets would affect the net carrying amounts of property, plant and equipment and investment properties, and the depreciation charge for the financial year.

The net carrying amounts of the Group's and the Company's property, plant and equipment and investment properties as at 31 December 2025 are disclosed in Notes 11 and 13 respectively.

3 Key sources of estimation uncertainty (cont'd)

Financial assets at FVTPL

The Group's and the Company's investments under fund management include global funds and discretionary investment portfolios, managed by external fund managers in accordance with the Group's investment guidelines. These investments are valued and recognised based on reports provided by third-party custodians. For valuations based on quoted market prices, estimation uncertainty is minimal. However, for investments where observable inputs are not available and valuation techniques are applied by the custodians or underlying fund managers, estimation uncertainty may arise due to the use of unobservable inputs and assumptions.

The Group reviews the reports provided by the custodians and fund managers for reasonableness, consistency, and the appropriateness of the valuation methodologies adopted. Valuation outcomes could vary if alternative assumptions or methodologies were applied.

4 Revenue

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Entrance and subscription fees	**217,518**	218,628	**217,518**	218,628
Income from temples	**3,463,379**	2,162,295	**3,463,379**	2,162,295
Registration and tuition fees	**5,949,481**	6,144,850	**–**	–
	9,630,378	8,525,773	**3,680,897**	2,380,923
Timing of revenue recognition				
At a point in time	**3,429,779**	2,080,872	**3,429,779**	2,080,872
Over time	**6,200,599**	6,444,901	**251,118**	300,051
	9,630,378	8,525,773	**3,680,897**	2,380,923

5 Finance income

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Dividend income	**540,358**	431,213	**365,738**	200,112
Interest income from:				
- Financial assets at FVTPL	**1,885,782**	1,279,401	**325,281**	663
- Fixed deposits	**737,969**	766,965	**470,291**	504,959
- Financial assets at amortised cost	**333,484**	816,198	**265,429**	499,988
	3,497,593	3,293,777	**1,426,739**	1,205,722

6 Other income

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Government grants	**434,412**	529,025	**90,527**	155,263
Management fee income	**24,000**	24,000	**264,000**	264,000
Rental income	**8,016,952**	7,682,065	**8,059,702**	7,724,505
Service fee income	**100,800**	100,800	**688,800**	688,800
Sundry income	**100,098**	111,870	**26,705**	22,929
	8,676,262	8,447,760	**9,129,734**	8,855,497

7 Donations

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Donations paid to:				
Singapore Chinese Dance Theatre	**150,000**	200,000	**150,000**	200,000
The Hokkien Foundation	**1,001,921**	–	**1,001,921**	–
Others	**415,836**	117,712	**415,836**	117,712
	1,567,757	317,712	**1,567,757**	317,712

8 Staff costs

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Salaries and related costs	**5,078,182**	4,839,113	**1,927,534**	1,667,488
Central Provident Fund contribution	**620,910**	585,685	**257,999**	218,430
	5,699,092	5,424,798	**2,185,533**	1,885,918

Compensation of key management personnel of the Group and the Company included in staff costs are as follows:

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Salaries and related costs	**206,287**	208,888	**–**	–
Central Provident Fund contribution	**7,110**	7,554	**–**	–
	213,397	216,442	**–**	–

9 Other expenses

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Other expenses include:				
Anniversary celebration	**–**	227,172	**–**	–
Building maintenance and repairs	**1,247,309**	1,067,895	**1,183,569**	1,006,963
Inventories recognised as expenses in profit or loss	**6,692**	4,111	**–**	–
Lecturers' fee	**588,622**	545,254	**–**	–
Management fees paid/payable to fund managers, net of refunds	**(101,198)**	433,360	**–**	–
Performance expenses	**112,287**	96,619	**–**	–
Property, plant and equipment written off	**3**	5,077	**–**	464
Property tax	**913,919**	862,072	**913,919**	862,072
Rental of office equipment	**16,841**	17,281	**7,639**	7,776
Social functions for teachers and students	**495,222**	466,781	**583,681**	550,689
Direct operating expenses arising from investment properties (Note 13)	**1,120,512**	1,082,411	**1,120,512**	1,082,411

Management fees paid/payable to fund managers relate to accrual for performance fees. Such fees are contingent upon the achievement of certain investment return thresholds, which are to be agreed between the parties.

10 Tax expense

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Current income tax:				
- Income tax	**2,951,973**	1,146,652	**383,000**	176,000
- (Over)/under provision in prior years	**(2,982)**	(34,353)	**4,161**	6,041
	2,948,991	1,112,299	**387,161**	182,041

10 Tax expense (cont'd)

The income tax expense on the results of the financial year varies from the amount of income tax determined by applying the Singapore statutory rate of income tax to profit before tax due to the following factors:

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Profit before tax	**30,864,925**	26,151,432	**14,847,752**	12,894,921
Tax calculated at a tax rate of 17% (2024: 17%)	**5,247,037**	4,445,743	**2,524,118**	2,192,137
Statutory stepped income exemption	**(52,275)**	(52,275)	**(17,425)**	(17,425)
Income not subject to tax	**(1,982,448)**	(1,532,971)	**(1,943,865)**	(1,493,684)
Expenses not deductible for tax purposes	**548,179**	334,645	**541,144**	319,794
Deduction on approved donations	**(659,566)**	(770,793)	**(659,566)**	(770,793)
(Over)/under provision in prior years	**(2,982)**	(34,353)	**4,161**	6,041
Change in unrecognised temporary differences	**(38,526)**	26,987	**(45,869)**	(6,747)
Utilisation of previously unrecognised tax losses	**–**	(1,132,905)	**–**	–
Benefits under concessionary tax rate of 10%	**(121,874)**	(92,784)	**(16,500)**	(7,617)
Tax rebate	**–**	(80,000)	**–**	(40,000)
Others	**11,446**	1,005	**963**	335
	2,948,991	1,112,299	**387,161**	182,041

The Group and the Company are subject to a concessionary tax rate of 10% under Section 43H of the Singapore Income Tax Act, Chapter 134, on qualifying income derived from designated investments. The effect of this concession has been included in the tax reconciliation above.

11 Property, plant and equipment

	Freehold land $	Leasehold land and buildings $	Leasehold premise $	Building extension $	Office furniture, fittings and equipment $	Computers $	Renovations $	Total $
Group								
2025								
Cost								
At 1.1.2025	612,709	27,226,205	1,165,054	44,860	1,897,274	544,742	2,070,610	33,561,454
Additions	–	658,306	–	–	224,743	21,869	3,670	908,588
Write-offs	–	–	–	–	(1,260)	(22,073)	–	(23,333)
At 31.12.2025	**612,709**	**27,884,511**	**1,165,054**	**44,860**	**2,120,757**	**544,538**	**2,074,280**	**34,446,709**
Accumulated depreciation								
At 1.1.2025	–	10,374,895	730,332	22,430	1,534,061	530,562	1,830,745	15,023,025
Depreciation charge	–	809,830	208,667	897	144,539	25,690	67,859	1,257,482
Write-offs	–	–	–	–	(2,731)	(20,599)	–	(23,330)
At 31.12.2025	**–**	**11,184,725**	**938,999**	**23,327**	**1,675,869**	**535,653**	**1,898,604**	**16,257,177**
Net carrying amount								
At 31.12.2025	**612,709**	**16,699,786**	**226,055**	**21,533**	**444,888**	**8,885**	**175,676**	**18,189,532**

11 Property, plant and equipment (cont'd)

	Freehold land $	Leasehold land and buildings $	Leasehold premise $	Building extension $	Office furniture, fittings and equipment $	Computers $	Renovations $	Total $
Group								
2024								
Cost								
At 1.1.2024	612,709	25,485,983	1,165,054	44,860	1,739,320	530,445	1,982,120	31,560,491
Additions	–	1,740,222	–	–	161,954	15,984	99,340	2,017,500
Write-offs	–	–	–	–	(4,000)	(1,687)	(10,850)	(16,537)
At 31.12.2024	612,709	27,226,205	1,165,054	44,860	1,897,274	544,742	2,070,610	33,561,454
Accumulated depreciation								
At 1.1.2024	–	9,579,518	521,665	21,533	1,425,457	458,296	1,768,730	13,775,199
Depreciation charge	–	795,377	208,667	897	112,140	73,951	68,254	1,259,286
Write-offs	–	–	–	–	(3,536)	(1,685)	(6,239)	(11,460)
At 31.12.2024	–	10,374,895	730,332	22,430	1,534,061	530,562	1,830,745	15,023,025
Net carrying amount								
At 31.12.2024	612,709	16,851,310	434,722	22,430	363,213	14,180	239,865	18,538,429

11 Property, plant and equipment (cont'd)

	Freehold land $	Leasehold land and buildings $	Building extension $	Office furniture, fittings and equipment $	Computers $	Renovations $	Total $
Company							
2025							
Cost							
At 1.1.2025	612,709	27,226,205	44,860	1,236,355	416,456	1,918,070	31,454,655
Additions	–	658,306	–	213,893	19,300	3,670	895,169
Write-offs	–	–	–	–	(20,599)	–	(20,599)
At 31.12.2025	**612,709**	**27,884,511**	**44,860**	**1,450,248**	**415,157**	**1,921,740**	**32,329,225**
Accumulated depreciation							
At 1.1.2025	–	10,374,895	22,430	951,516	400,632	1,728,626	13,478,099
Depreciation charge	–	809,830	897	127,527	18,285	49,270	1,005,809
Write-offs	–	–	–	–	(20,599)	–	(20,599)
At 31.12.2025	**–**	**11,184,725**	**23,327**	**1,079,043**	**398,318**	**1,777,896**	**14,463,309**
Net carrying amount							
At 31.12.2025	**612,709**	**16,699,786**	**21,533**	**371,205**	**16,839**	**143,844**	**17,865,916**

11 Property, plant and equipment (cont'd)

	Freehold land $	Leasehold land and buildings $	Building extension $	Office furniture, fittings and equipment $	Computers $	Renovations $	Total $
Company							
2024							
Cost							
At 1.1.2024	612,709	25,485,983	44,860	1,078,401	404,777	1,824,530	29,451,260
Additions	–	1,740,222	–	161,954	11,679	93,540	2,007,395
Write-offs	–	–	–	(4,000)	–	–	(4,000)
At 31.12.2024	612,709	27,226,205	44,860	1,236,355	416,456	1,918,070	31,454,655
Accumulated depreciation							
At 1.1.2024	–	9,579,518	21,533	861,989	338,382	1,680,090	12,481,512
Depreciation charge	–	795,377	897	93,063	62,250	48,536	1,000,123
Write-offs	–	–	–	(3,536)	–	–	(3,536)
At 31.12.2024	–	10,374,895	22,430	951,516	400,632	1,728,626	13,478,099
Net carrying amount							
At 31.12.2024	612,709	16,851,310	22,430	284,839	15,824	189,444	17,976,556

The Group's and the Company's building extension relates to a covered linkway at Kong Hwa School. Land and buildings relate mainly to school and temple premises held for the Group's operational purposes.

As at 31 December 2025, the Group's and the Company's leasehold land and buildings amounting to $14,557,613 (2024: $14,620,690) and the Group's leasehold premise amounting to $226,055 (2024: $434,722) are classified as right-of-use assets (Note 12).

12 Right-of-use assets and lease liabilities

The Group as a lessee

Nature of the Group's leasing activities

The Group's leasing activities comprise the following:

i) The Group leases classrooms at 397 Lorong 2 Toa Payoh from non-related parties. The lease has a tenure of 6 years; and
ii) The Group has leasehold land and buildings with lease tenure ranging from approximately 17 to 54 years as at 1 January 2025. The land leases are from 30 to 100 years starting from 28 August 1962.

The maturity analysis of the lease liabilities is disclosed in Note 24(b).

Amounts recognised in balance sheet

	Group	
	2025	2024
	$	$
Carrying amount of right-of-use assets included in property, plant and equipment		
Leasehold premise (Note 11)	**226,055**	434,722
Leasehold land and buildings (Note 11)	**14,557,613**	14,620,690
Carrying amount of lease liabilities		
Current	**234,674**	223,499
Non-current	**16,829**	251,503
	251,503	475,002

Amounts recognised in profit or loss

	Group	
	2025	2024
	$	$
Depreciation charge for the financial year on right-of-use assets		
Leasehold premise	**208,667**	208,667
Leasehold land and buildings	**721,383**	706,927
Interest expense on lease liabilities	**18,258**	28,901
Leases expense not included in the measurement of lease liabilities		
Lease expense - low value assets	**9,202**	9,505

Total Group's cash flow for leases amounted to $250,959 (2024: $251,262).

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

The Group as a lessee (cont'd)

Reconciliation of movements of lease liabilities to cash flow arising from financing activities

	Group	
	2025	2024
	$	$
At beginning of financial year	**475,002**	687,858
Changes from financing cash flows:		
- Repayments	**(223,499)**	(212,856)
- Interest paid	**(18,258)**	(28,901)
Non-cash changes:		
- Interest expense	**18,258**	28,901
At end of financial year	**251,503**	475,002

Amounts recognised in balance sheet

	Company	
	2025	2024
	$	$
Carrying amount of right-of-use assets included in property, plant and equipment		
Leasehold land and buildings	**14,557,613**	14,620,690

Amounts recognised in profit or loss

	2025	2024
	$	$
Depreciation charge for the financial year on right-of-use assets		
Leasehold land and buildings	**721,383**	706,927

13 Investment properties

	Group and Company	
	2025	2024
	$	$
Cost		
At 1 January	**36,507,764**	36,439,164
Addition	**–**	68,600
At 31 December	**36,507,764**	36,507,764
Accumulated depreciation		
At 1 January	**14,398,127**	13,656,400
Depreciation charge	**755,448**	741,727
At 31 December	**15,153,575**	14,398,127
Net carrying amount		
At 31 December	**21,354,189**	22,109,637
Fair value		
At 31 December	**279,860,000**	277,860,000

The following amounts are recognised in profit or loss:

	Group and Company	
	2025	2024
	$	$
Rental income	**7,888,672**	7,554,099
Direct operating expenses arising from investment properties that generated rental income	**1,120,512**	1,082,411

The investment properties held by the Group and the Company at the balance sheet date are as follows:

		Group and Company	
		2025	2024
Properties	**Tenure**	**$**	$
Property 1	999-year lease commencing from 11 June 1827	**168,678**	178,974
Property 2	999-year lease commencing from 7 November 1882	**20,062,938**	20,737,275
Property 3	999-year lease commencing from 26 May 1828	**1,122,573**	1,193,388
		21,354,189	22,109,637

13 Investment properties (cont'd)

The investment properties held by the Group and the Company at the balance sheet date are as follows (cont'd):

Property 1 comprises a refurbished 3-storey intermediate pre-war shophouse located at 128 Telok Ayer Street, Singapore 068597.

Property 2 comprises a 8-storey commercial building located at 137 Telok Ayer Street, Singapore 068602.

Property 3 comprises 2-storey national monument building with a 3-storey pagoda currently used as musical box museum located at 168 Telok Ayer Street, Singapore 068619.

Basis of determination of fair values of investment properties for disclosure purpose

During the financial year ended 31 December 2025, the Company engaged external and independent valuation companies, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued, to value the investment properties based on the properties' highest-and-best-use. The fair values of the investment properties are calculated based on comparison method and income capitalisation method. The fair value measurement is categorised in the Level 3 of the fair value hierarchy.

14 Investment in subsidiaries

	Company	
	2025	2024
	$	$
Unquoted equity shares, at cost	**7,000,000**	7,000,000

The details of the subsidiaries are as follows:

Name of subsidiary (Country of incorporation/ place of business)	**Principal activities**	**Ownership interest**	
		2025	2024
		%	%
Yunnan Realty Pte Ltd (Singapore)	Investment holding	**100**	100
Singapore Hokkien Huay Kuan Cultural Academy Pte. Ltd. (Singapore)	To provide Chinese cultural and Chinese language courses, educational support services and classes and programmes from pre-school to adult learning	**100**	100

15 Financial assets at amortised cost

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Non-current				
Quoted interest-bearing securities	**2,007,000**	11,724,375	**2,007,000**	8,724,375
Current				
Quoted interest-bearing securities	**11,703,409**	2,752,750	**6,717,375**	2,752,750
Total	**13,710,409**	14,477,125	**8,724,375**	11,477,125

At the balance sheet date, the interest rates of quoted interest-bearing securities of the Group and the Company range from 2.035% to 3.13% (2024: 2.035% to 3.13%), and maturity dates range from 21 April 2026 to 19 October 2027 (2024: 11 April 2025 to 19 October 2027) and 24 August 2026 to 19 October 2027 (2024: 11 April 2025 to 19 October 2027) respectively.

At the balance sheet date, the quoted interest-bearing securities of the Group and the Company have fair values amounting to $13,888,960 (2024: $14,434,095) and $8,839,995 (2024: $11,450,535) respectively. The fair values were determined based on the quoted market prices at the balance sheet date.

16 Financial assets at FVTPL

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Perpetual bonds	**–**	2,631,038	**–**	–
Quoted equities	**3,265,064**	3,328,461	**3,265,064**	3,328,461
Investments under fund management*	**355,875,205**	286,603,670	**159,038,642**	116,935,773
At fair value	**359,140,269**	292,563,169	**162,303,706**	120,264,234

* ***Investments under fund management***

Investments under fund management of the Group and the Company relate to funds placed with the professional fund managers. These managers are given discretionary powers within certain guidelines to invest the funds.

The Group's and the Company's investments are managed by external fund managers, and the fair value of the investments is provided by third-party custodians. The custodians determine the fair value based on the prevailing market prices or valuation models. The Group monitors and reviews the reports provided by the custodians and fund managers for reasonableness, consistency, and the appropriateness of the valuation methodologies adopted.

17 Trade and other receivables

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Trade receivables	**136,390**	179,992	**–**	–
Interest receivables	**53,643**	127,538	**53,643**	105,593
Sundry receivables	**220,959**	286,250	**177,063**	257,536
Deposits	**67,470**	65,540	**64,770**	63,190
Prepayments	**30,613**	66,840	**5,591**	43,142
	372,685	546,168	**301,067**	469,461
	509,075	726,160	**301,067**	469,461

18 Cash and cash equivalents

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Cash and bank balances	**6,781,183**	4,006,671	**3,881,538**	3,159,666
Fixed deposits	**7,885,834**	46,115,337	**5,494,279**	29,727,247
	14,667,017	50,122,008	**9,375,817**	32,886,913

All fixed deposits mature within 8 months (2024: 3 months) from the balance sheet date. The interest rates of the fixed deposits of the Group and the Company range from 0.93% to 2.20% (2024: 0.05% to 3.71%) per annum.

19 Other payables

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Deposits received	**2,386,876**	2,415,535	**2,110,694**	2,093,940
Accruals	**615,665**	1,320,640	**425,865**	643,281
Sundry payables	**397,810**	253,381	**362,151**	219,828
Goods and Services Tax ("GST") payables	**351,843**	185,366	**241,681**	86,444
Advance receipt	**51,691**	52,707	**51,691**	52,707
	3,803,885	4,227,629	**3,192,082**	3,096,200

20 Contract liabilities

Contract liabilities comprise fees received in advance. Contract liabilities are recognised as revenue as (or when) the Group satisfied the performance obligations under its contracts.

The following table provides information about contract liabilities from contracts with customers.

	2025 **$**	2024 $	1.1.2024 $
Group			
Contract liabilities	**781,759**	822,325	863,702
Company			
Contract liabilities	**167,720**	190,049	154,502

There were no significant changes in the contract liabilities balances during the financial year.

Revenue recognised during the financial year from:

	Group		**Company**	
	2025 **$**	2024 $	**2025** **$**	2024 $
Amount included in contract liabilities at beginning of the financial year	**822,325**	863,702	**190,049**	154,502

21 Special reserve fund - Group and Company

The purposes of special reserve fund set up in 2006 are as follows:

(i) to meet unforeseen losses;

(ii) to provide a margin beyond the liabilities of the Company so as to ensure its ability to pay such liabilities in full in the event of winding up; and

(iii) to invest or engage in any other purposes as the Executive Council may deem fit.

22 Commitments

Capital commitments

Capital expenditures committed but not contracted for as at balance sheet date and have not been recognised in the financial statements are as follows:

	Group and Company	
	2025	2024
	$	$
Upgrading of Tao Nan School	**267,929**	16,461
Upgrading of Ai Tong School	**96,084**	5,000
Upgrading of Chongfu School	**16,144**	5,064
Upgrading of Nan Chiau Primary School	**30,520**	15,260
Upgrading of Kong Hwa School	**29,538**	21,500
Upgrading of Nan Chiau High School	**178,562**	39,107
Refurbishment work - Kim Lan Beo Temple	**300,695**	1,371,070
Refurbishment work - Rochore Tua Pek Kong Temple	**250,000**	–
	1,169,472	1,473,462

Lease commitments - where the Group and the Company is a lessor

The Group and the Company lease out investment properties to third parties under non-cancellable operating leases arrangements. The leases have an average tenure between one and three years and renewal options for another one to five years.

At the balance sheet date, the future minimum lease receivables under non-cancellable operating leases contracted for but not recognised as receivables, are as follows:

	Group and Company	
	2025	2024
	$	$
Not later than one financial year	**5,400,586**	6,442,899
Later than one financial year but not later than five financial years	**2,635,713**	3,619,571
	8,036,299	10,062,470

23 Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the Group and the Company have significant transactions with related parties on terms agreed between the parties during the financial year as follows:

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
With subsidiaries				
Income:				
Management fee income	**–**	–	**240,000**	240,000
Service fee income	**–**	–	**588,000**	588,000
MPH rental income	**–**	–	**45,650**	46,900
Expenses:				
Course fee	**–**	–	**88,459**	83,908
With related parties				
Income:				
Management fee income	**24,000**	24,000	**24,000**	24,000
Service fee income	**100,800**	100,800	**100,800**	100,800
Expenses:				
- Singapore Chinese Dance Theatre	**150,000**	200,000	**150,000**	200,000
- The Hokkien Foundation	**1,000,000**	–	**1,000,000**	–
Purchase from:				
- Singapore Chinese Dance Theatre	**16,672**	21,803	**–**	–

Related parties refer to entities in which certain directors of the Company are also the director/committee member of such entities.

The directors of the Company are considered to be related parties. During the financial year, no directors received any remunerations or benefits from the Group and the Company.

24 Financial instruments

a) Categories of financial instruments

Financial instruments at their carrying amounts at the balance sheet date are as follows:

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
Financial assets				
Trade and other receivables*	**478,462**	659,320	**295,476**	426,319
Cash and cash equivalents	**14,667,017**	50,122,008	**9,375,817**	32,886,913
Financial assets at amortised cost	**15,145,479**	50,781,328	**9,671,293**	33,313,232
Other financial assets at amortised cost	**13,710,409**	14,477,125	**8,724,375**	11,477,125
Financial assets at FVTPL	**359,140,269**	292,563,169	**162,303,706**	120,264,234
Financial liabilities				
Financial liabilities at amortised cost	**3,619,783**	4,432,487	**2,898,710**	2,957,049

* Excluding prepayments

b) Financial risk management

The Group's and the Company's activities expose them to foreign exchange risk, credit risk, interest rate risk, price risk and liquidity risk. The overall risk management is determined and carried out by the Board of Directors.

The Group maintains positions in a variety of financial instruments in accordance with its investment management objectives and guidelines. The Group's investment portfolio comprises equities and debt securities.

The management has certain practices for the management of financial risks and action to be taken in order to manage the financial risks so as to minimise interest rate, currency, credit and price risks for all kinds of transactions.

The Board of Directors has appointed external investment managers to invest and manage the Group's assets in accordance with stipulated guidelines to achieve the investment objectives set by the Board of Directors. The target asset allocations and the composition of the portfolio are monitored regularly by the Investment Committee, which is jointly appointed by the Council and the Board of Governors. The Investment Committee also includes external experts appointed by the Committee.

In addition, the investment managers use derivatives to manage foreign currency risk exposure arising from foreign currency-denominated equities and debt securities.

The Investment Committee oversees how the investment managers monitor compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

24 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Foreign exchange risk

The investments under fund management which operate internationally are exposed to foreign exchange risk arising from various currency exposures.

The sensitivity analysis for foreign exchange risk is not disclosed as the effect on profit or loss is not significant.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with customers of appropriate credit history, and obtaining sufficient security where appropriate to mitigate credit risk. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

The following sets out the Group's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	**Basis for recognition and measurement of ECL**
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
No reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings	Write-off

Significant increase in credit risk

In assessing whether the credit risk on a financial asset has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial asset as at the reporting date with the risk of a default occurring on the financial asset as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information, such as future economic and industry outlook, that is available without undue cost or effort.

24 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Significant increase in credit risk (cont'd)

In particular, the Group considers the following information when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost; and
- an actual or expected significant deterioration in the operating results/key financial performance ratios of the debtor.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

The Group also assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if it has an internal or external credit rating of "investment grade" as per globally understood definition, or the financial asset has a low risk of default; the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet the following criteria are generally not recoverable:

- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred such as evidence that the borrower is in significant financial difficulty, there is a breach of contract such as default or past due event; there is information that it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for that financial asset because of financial difficulties; or the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

24 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Credit risk (cont'd)

Estimation techniques and significant assumptions

There has been no change in the estimation techniques or significant assumptions made during the current financial year for recognition and measurement of credit loss allowances.

As the Group does not hold any collateral, the maximum exposure to credit risk is the carrying amount of each class of the financial instruments presented on the balance sheet.

Credit risk exposure in relation to financial assets at amortised cost as at 31 December 2025 and 31 December 2024 is insignificant and accordingly no allowance for impairment is recognised as at 31 December 2025 and 31 December 2024.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from its financial assets at amortised cost, financial assets at FVTPL and fixed deposits held with reputable financial institutions. The Group monitors interest rates to ensure that these financial assets are maintained at favourable rates.

The sensitivity analysis for interest rate risk for those financial assets at variable interest rates is not disclosed as the effect on profit or loss is considered not significant.

Market price risk

Sensitivity analysis for price risk

At the balance sheet date, a 5% (2024: 5%) increase/decrease in the fair value of the financial assets at FVTPL at the balance sheet date would increase/(decrease) the Group's and the Company's profit or loss by $16,283,902 (2024: $13,163,618) and $8,115,185 (2024: $6,013,212) respectively.

Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of the financial assets and liabilities. The Group's and the Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, without incurring unacceptable losses or risking damage to the Group's and the Company's reputation.

The Group maintains sufficient level of cash and cash equivalents and liquidity to meet its working capital requirements.

24 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and the Company's non-derivative financial liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	2025 $			2024 $		
	Within 1 year	**Between 1 to 5 years**	**Total**	Within 1 year	Between 1 to 5 years	Total
Group						
Other payables	**3,368,280**	**–**	**3,368,280**	3,957,485	–	3,957,485
Lease liabilities	**241,758**	**16,897**	**258,655**	241,758	258,655	500,413
Company						
Other payables	**2,898,710**	**–**	**2,898,710**	2,957,049	–	2,957,049

25 Fair values of assets and liabilities

a) Fair value hierarchy

The tables below analyse the fair value measurements by the levels in the fair value hierarchy based on the inputs to the valuation techniques. The different levels are defined as follows:

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

b) Fair value measurement of assets and liabilities that are measured at fair value

The following table presents the level of fair value hierarchy for each class of financial instruments measured at fair value at the balance sheet date:

	Level 1 $	**Level 2 $**	**Level 3 $**	**Total $**
Group				
2025				
Assets				
Financial assets at fair value through profit or loss				
- Quoted equities	**3,265,064**	**–**	**–**	**3,265,064**
- Investments under fund management	**–**	**282,361,557**	**73,513,648**	**355,875,205**

25 Fair values of assets and liabilities (cont'd)

b) Fair value measurement of assets and liabilities that are measured at fair value (cont'd)

The following table presents the level of fair value hierarchy for each class of financial instruments measured at fair value at the balance sheet date (cont'd):

	Level 1 $	Level 2 $	Level 3 $	Total $
Group				
2024				
Assets				
Financial assets at fair value through profit or loss				
- Perpetual bonds	–	2,631,038	–	2,631,038
- Quoted equities	3,328,461	–	–	3,328,461
- Investments under fund management	–	231,271,839	55,331,831	286,603,670
Company				
2025				
Assets				
Financial assets at fair value through profit or loss				
- Quoted equities	**3,265,064**	**–**	**–**	**3,265,064**
- Investments under fund management	**–**	**142,139,577**	**16,899,065**	**159,038,642**
2024				
Assets				
Financial assets at fair value through profit or loss				
- Quoted equities	3,328,461	–	–	3,328,461
- Investments under fund management	–	101,746,643	15,189,130	116,935,773

c) Assets and liabilities not carried at fair value but which fair values are disclosed

	Carrying amount $	Fair value measurements at the balance sheet date		
		Level 1 $	Level 2 $	Level 3 $
Group				
2025				
Investment properties	**21,354,189**	**–**	**–**	**279,860,000**
Financial assets at amortised cost:				
- Quoted interest-bearing securities	**13,710,409**	**13,888,960**	**–**	**–**

25 Fair values of assets and liabilities (cont'd)

c) Assets and liabilities not carried at fair value but which fair values are disclosed (cont'd)

	Carrying amount	Fair value measurements at the balance sheet date		
		Level 1	Level 2	Level 3
	$	$	$	$
Group				
2024				
Investment properties	22,109,637	–	–	277,860,000
Financial assets at amortised cost:				
- Quoted interest-bearing securities	14,477,125	14,434,095	–	–
Company				
2025				
Investment properties	**21,354,189**	**–**	**–**	**279,860,000**
Financial assets at amortised cost:				
- Quoted interest-bearing securities	**8,724,375**	**8,839,995**	**–**	**–**
2024				
Investment properties	22,109,637	–	–	277,860,000
Financial assets at amortised cost:				
- Quoted interest-bearing securities	11,477,125	11,450,535	–	–

d) Determination of fair values

Fair values have been determined for measurement and/or disclosure purposes based on the following methods:

Investment properties

The basis of determining fair values for disclosure purposes at the balance sheet date is disclosed in Note 13.

Quoted perpetual bonds, quoted interest-bearing securities and quoted equities

The fair values of these financial instruments traded in active markets are based on quoted market prices at the balance sheet date. These instruments are included in Level 1 of the fair value hierarchy.

Investments under fund management and perpetual bonds

The fair values of investments determined based on market prices or net asset values ("NAVs") provided by financial institutions or independent fund administrators, where the underlying assets are primarily traded in active markets, are classified within Level 2 of the fair value hierarchy.

25 Fair values of assets and liabilities (cont'd)

d) Determination of fair values (cont'd)

Investments under fund management

The fair values of certain investments under fund management are classified within Level 3 of the fair value hierarchy, as their valuation involves significant unobservable inputs.

Valuation techniques and inputs

The fair values of these Level 3 financial assets are determined based on valuations provided by fund managers or third-party custodians. These valuations may incorporate various unobservable inputs, including:

- Discounted cash flow analyses using projected cash flows and discount rates aligned with current market conditions;
- Comparable company multiples derived from similar market transactions; and
- Recent transaction prices for identical or similar instruments, adjusted to reflect prevailing market conditions.

The following table shows the movements of financial assets at FVTPL under Level 3 fair value measurements:

	Group		Company	
	2025	2024	**2025**	2024
	$	$	**$**	$
At 1 January	**55,331,831**	49,673,578	**15,189,130**	13,635,884
Additions	**11,999,980**	–	**–**	–
Fair value gain recognised in profit or loss	**6,181,837**	5,658,253	**1,709,935**	1,553,246
At 31 December	**73,513,648**	55,331,831	**16,899,065**	15,189,130

The movements in fair value during the financial year are presented within "Fair value gain on financial assets at FVTPL" in the statements of comprehensive income.

There were no transfers between levels during the financial year.

e) Fair values of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of their respective fair values

The carrying amounts of these financial assets and financial liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

26 Fund management

The Group's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a going concern and to achieve its objectives over the longer term. The Group's funds comprise its accumulated fund and special reserve fund on the balance sheets. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

27 Authorisation of financial statements

The consolidated financial statements of the Group and the balance sheet, statement of comprehensive income and statement of changes in funds of the Company for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors dated 15 May 2026

委任审计公司

4 委任审计公司

本会馆 2025 年的审计公司为天职国际有限责任合伙人制。

现提议:

重新委任天职国际有限责任合伙人制为本会馆 2026 年度审计公司，并授权理事会厘定其审计酬金。

代理人委任表格

代理人委任

致： 新加坡福建会馆

本人_____ (姓名)，身份证号码 □□□□ （最后 3个号码和字母），居住于 _____ (地址)，为新加坡福建会馆普通会员，谨此委任_____ (姓名)，身份证号码 □□□□ ，居住于_____ (地址)，担任我的代理人，代表我于2026年6月26日举行的会员大会上投票表决。

_____ _____

签 名 日 期

Proxy Appointment

To: Singapore Hokkien Huay Kuan

I, _____(Name) of NRIC No. □□□□ (last 3 digits and checksum) and residing at _____(address), being an Ordinary Member of Singapore Hokkien Huay Kuan do hereby appoint _____ (Name) of NRIC No. □□□□ and residing at _____ (address), as my proxy to vote for me on my behalf at the Annual General Meeting of the Association to be held on 26 June 2026, and at any adjournment thereof.

_____ _____

Signature Date