LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K

(Registered under the Societies Act 1966 in the Republic of Singapore)

FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED
31 MARCH 2026

LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K

STATEMENT BY MANAGEMENT COMMITTEE
For the financial year ended 31 March 2026

Opinion of Management Committee

1. In the opinion of the Management Committee,

   (a) the financial statements of Lions Community Service Foundation (Singapore) (the Society) are drawn up so as to present fairly, in all material respects, the state of affairs of the Society as at **31 March 2026** and the results, changes in funds and cash flows of the Society for the financial year then ended; and

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

2. Hall Chadwick Assurance PAC has expressed its willingness to accept re-appointment as auditor.

The Management Committee, comprising the following, has on the date of this statement authorised these financial statements for issue.

Name	Designation	Date of first appointment	Date joined
Victor Yip Keng Fook	Honorary Chairman	01 July 2021	01 July 2017
Mary Ong	Honorary Vice Chairman	01 July 2023	01 July 2023
Vincent Lim Chai Poy	Honorary Treasurer	01 September 2025	16 August 2025
Violet Lee Kim Koh	Honorary Secretary	01 July 2023	01 July 2021
Allysa Cho Shu Kei	Director	16 August 2025	16 August 2025
Jenny Tan Peck Sian	Director	16 August 2025	16 August 2025
Cindy Tan Chiew Hiang	Director	17 August 2024	17 August 2024
Chai Ming Voon	Director	01 July 2023	01 July 2020
Sherwin Seow Eng Hou	Director	16 August 2025	16 August 2025
Marissa Zhang	Director	01 July 2023	01 July 2021

On behalf of the Management Committee,

Victor Yip Keng Fook
Chairman
2025/2026

Vincent Lim Chai Poy
Treasurer
2025/2026

Singapore

Date: 29 JUN 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K
(Registered under the Societies Act 1966 in the Republic of Singapore)
For the financial year ended 31 March 2026

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)** (the Society) which comprise the statement of financial position as at **31 March 2026**, and the statement of financial activities, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the Societies Act), the Charities Act 1994 and other relevant regulations (the Charities Act and Regulations) and Financial Reporting Standards in Singapore (FRSs) so as to present fairly, in all material respects, the state of affairs of the Society as at **31 March 2026** and the results, changes in funds and cash flows of the Society for the year ended on that date.

Basis for Opinion

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

Other Information

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

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

HALL CHADWICK ASSURANCE PAC
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Web: www.hallchadwickpac.sg
Email: contact@hallchadwickpac.sg
UEN No: 201624716G

Other Information (continued)

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

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

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

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

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

Auditor's 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.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)**
UEN No. T03SS0068K
(Registered under the Societies Act 1966 in the Republic of Singapore)
For the financial year ended 31 March 2026

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

In our opinion:

(a) the accounting and other records required to be kept by the Society have been properly kept in accordance with the provisions of the Societies Regulations enacted under the Societies Act, the Charities Act and Regulations; and

(b) the fund-raising appeals held during the year have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Societies Act and proper accounts and other records have been kept of the fund-raising appeals.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K
(Registered under the Societies Act 1966 in the Republic of Singapore)
For the financial year ended 31 March 2026

Report on Other Legal and Regulatory Requirements (continued)

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

(a) the Charity has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

(b) the Charity has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Tan Li Wei.

Hall Chadwick Assurance

Hall Chadwick Assurance PAC
Public Accountants and Chartered Accountants

Singapore

Date: 29 June 2026

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STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 March 2026

		Unrestricted Funds		Restricted Funds			
	Note	Accumulated Fund S$	Total Unrestricted Fund S$	LCSF Education Fund S$	Lions Prostheses Fund S$	Total Restricted Funds S$	Grand Total Funds S$
2026							
INCOME							
Donation received	4	**388,704**	**388,704**	**17,588**	**-**	**17,588**	**406,292**
Less: Grant disbursement		**(603,971)**	**(603,971)**	**(61,000)**	**(171,784)**	**(232,784)**	**(836,755)**
Net donation received/(grant disbursed)		**(215,267)**	**(215,267)**	**(43,412)**	**(171,784)**	**(215,196)**	**(430,463)**
Contribution from members		**7,920**	**7,920**	**-**	**-**	**-**	**7,920**
Government grant		**298,000**	**298,000**	**-**	**-**	**-**	**298,000**
Interest income		**47,541**	**47,541**	**-**	**-**	**-**	**47,541**
Miscellaneous income		**13,873**	**13,873**	**-**	**-**	**-**	**13,873**
Reversal of impairment loss on property, plant and equipment	7	**85,272**	**85,272**	**-**	**-**	**-**	**85,272**
		452,606	**452,606**	**-**	**-**	**-**	**452,606**
TOTAL INCOME/(DEFICIT)		**237,339**	**237,339**	**(43,412)**	**(171,784)**	**(215,196)**	**22,143**
EXPENDITURE							
Governance costs							
Accounting fees		**9,483**	**9,483**	**-**	**-**	**-**	**9,483**
AGM expenses		**1,700**	**1,700**	**-**	**-**	**-**	**1,700**
Auditors' remuneration		**4,033**	**4,033**	**-**	**-**	**-**	**4,033**
Bank charges		**274**	**274**	**-**	**-**	**-**	**274**
Conservancy and service charges		**2,027**	**2,027**	**-**	**-**	**-**	**2,027**
Balance c/f		**17,517**	**17,517**	**-**	**-**	**-**	**17,517**

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

STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 March 2026

		Unrestricted Funds		Restricted Funds			
		Accumulated Fund	Total Unrestricted Fund	LCSF Education Fund	Lions Prostheses Fund	Total Restricted Funds	Grand Total Funds
EXPENDITURE (continued)	Note	S$	S$	S$	S$	S$	S$
Governance costs							
Balance b/f		**17,517**	**17,517**	-	-	-	**17,517**
CPF contributions/SDL	5	**5,041**	**5,041**	-	-	-	**5,041**
Depreciation of property, plant and equipment	7	**8,607**	**8,607**	-	-	-	**8,607**
Digitalisation project expenses		**89,609**	**89,609**	-	-	-	**89,609**
Fundraising expenses	15	**24,300**	**24,300**	-	-	-	**24,300**
General expenses		**250**	**250**	-	-	-	**250**
Insurance expenses		**4,037**	**4,037**	-	-	-	**4,037**
Professional fees		**3,110**	**3,110**	-	-	-	**3,110**
Office supplies and cleaning		**1,235**	**1,235**	-	-	-	**1,235**
Printing & postage		**1,052**	**1,052**	-	-	-	**1,052**
Salaries and bonuses	5	**54,600**	**54,600**	-	-	-	**54,600**
Subscription fees		**975**	**975**	-	-	-	**975**
Website, utilities & telecommunications		**5,319**	**5,319**	-	-	-	**5,319**
		215,652	**215,652**	-	-	-	**215,652**
Surplus/(deficit) for the year		**21,687**	**21,687**	**(43,412)**	**(171,784)**	**(215,196)**	**(193,509)**

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

LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K

STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 March 2026

		Unrestricted Funds		Restricted Funds			
	Note	Accumulated Fund S$	Total Unrestricted Fund S$	LCSF Education Fund S$	Lions Prostheses Fund S$	Total Restricted Funds S$	Grand Total Funds S$
2025							
INCOME							
Donation received	4	682,667	682,667	-	199,316	199,316	881,983
Less: Grant disbursement		(457,837)	(457,837)	(36,000)	(45,196)	(81,196)	(539,033)
Net donation received/(grant disbursed)		224,830	224,830	(36,000)	154,120	118,120	342,950
Contribution from members		31,950	31,950	-	-	-	31,950
Government grant		250,000	250,000	-	-	-	250,000
Interest income		67,107	67,107	-	-	-	67,107
Miscellaneous income		6,733	6,733	-	-	-	6,733
		355,790	355,790	-	-	-	355,790
TOTAL INCOME/(DEFICIT)		580,620	580,620	(36,000)	154,120	118,120	698,740
EXPENDITURE							
Governance costs							
Administrative service fees		140	140	-	-	-	140
Accounting fees		8,928	8,928	-	-	-	8,928
AGM expenses		2,080	2,080	-	-	-	2,080
Auditors' remuneration		4,335	4,335	-	-	-	4,335
Bank charges		294	294	-	-	-	294
Conservancy and service charges		1,971	1,971	-	-	-	1,971
CPF contributions/SDL	5	4,464	4,464	-	-	-	4,464
Balance c/f		22,212	22,212	-	-	-	22,212

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

STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 March 2026

		Unrestricted Funds		Restricted Funds			
		Accumulated Fund	Total Unrestricted Fund	LCSF Education Fund	Lions Prostheses Fund	Total Restricted Funds	Grand Total Funds
EXPENDITURE (continued)	Note	S$	S$	S$	S$	S$	S$
Governance costs							
Balance b/f		22,212	22,212	-	-	-	22,212
Depreciation of property, plant and equipment	7	9,133	9,133	-	-	-	9,133
Fundraising expenses	15	141,745	141,745	-	-	-	141,745
Impairment loss on property, plant and equipment	7	4,792	4,792	-	-	-	4,792
Insurance expenses		4,401	4,401	-	-	-	4,401
Professional fees		3,100	3,100	-	-	-	3,100
Office supplies and cleaning		1,718	1,718	-	-	-	1,718
Printing & postage		2,959	2,959	-	-	-	2,959
Salaries and bonuses	5	46,072	46,072	-	-	-	46,072
Subscription fees		731	731	-	-	-	731
Website, utilities & telecommunications		10,028	10,028	-	-	-	10,028
		246,891	246,891	-	-	-	246,891
Surplus/(deficit) for the year		333,729	333,729	(36,000)	154,120	118,120	451,849

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

STATEMENT OF FINANCIAL POSITION
As at 31 March 2026

	Note	2026 S$	2025 S$
ASSETS			
Non-current assets			
Property, plant and equipment	7	**448,739**	371,530
		448,739	371,530
Current assets			
Other investment	8	-	510,609
Other receivables	9	**260,382**	299,274
Cash and short-term deposits	10	**3,086,149**	2,778,778
		3,346,531	3,588,661
Total assets		**3,795,270**	3,960,191
LIABILITIES			
Current liabilities			
Other payables	11	**43,691**	15,103
Total liabilities		**43,691**	15,103
NET ASSETS		**3,751,579**	3,945,088
FUNDS			
Unrestricted Funds			
- Accumulated Fund	12	**2,486,087**	2,464,400
- Club/District Project Fund	12	**1,049,057**	1,049,057
		3,535,144	3,513,457
Restricted Funds			
- LCSF Education Fund	12	**110,865**	154,277
- Lions Home for Elders Fund	12	**300**	300
- Lions Prostheses Fund	12	**105,270**	277,054
		216,435	431,631
TOTAL FUNDS		**3,751,579**	3,945,088

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

LIONS COMMUNITY SERVICE FOUNDATION (SINGAPORE)
UEN No. T03SS0068K

STATEMENT OF CHANGES IN FUNDS
For the financial year ended 31 March 2026

		Unrestricted Funds			Restricted Funds				
	Note	Accumulated Fund S$	Club / District Project Fund S$	Total Unrestricted Funds S$	LCSF Education Fund S$	Lions Home for Elder Fund S$	Lions Prostheses Fund S$	Total Restricted Funds S$	Grand Total Funds S$
2026									
At 1 April 2025		2,464,400	1,049,057	3,513,457	154,277	300	277,054	431,631	3,945,088
Surplus/(deficit) for the year		21,687	-	21,687	(43,412)	-	(171,784)	(215,196)	(193,509)
At 31 March 2026	12	**2,486,087**	**1,049,057**	**3,535,144**	**110,865**	**300**	**105,270**	**216,435**	**3,751,579**
2025									
At 1 April 2024		2,130,671	1,049,057	3,179,728	190,277	300	122,934	313,511	3,493,239
Surplus/(deficit) for the year		333,729	-	333,729	(36,000)	-	154,120	118,120	451,849
At 31 March 2025	12	2,464,400	1,049,057	3,513,457	154,277	300	277,054	431,631	3,945,088

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

STATEMENT OF CASH FLOWS
For the financial year ended 31 March 2026

	Note	**2026** S$	2025 S$
Cash flows from operating activities			
(Deficit)/surplus for the year		**(193,509)**	451,849
Adjustments for:			
Depreciation of property, plant and equipment	7	**8,607**	9,133
Impairment loss on property, plant and equipment	7	**-**	4,792
Reversal of impairment loss on property, plant and equipment	7	**(85,272)**	-
Interest income		**(47,541)**	(67,107)
		(317,715)	398,667
Changes in working capital:			
Other receivables		**21,139**	13,995
Other payables		**28,588**	(321,021)
Net cash (used in)/generated from operating activities		**(267,988)**	91,641
Cash flows from investing activities			
Acquisition of property, plant and equipment	7	**(544)**	-
Interest received		**75,903**	67,798
(Placement)/withdrawal of fixed deposits maturing more than 3 months		**(50,000)**	250,000
Withdrawal of other investment		**500,000**	-
Net cash generated from investing activities		**525,359**	317,798
Net increase in cash and cash equivalents		**257,371**	409,439
Cash and cash equivalents at 1 April		**928,778**	519,339
Cash and cash equivalents at 31 March	10	**1,186,149**	928,778

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

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

1. General

Lions Community Service Foundation (Singapore) (the Society) is registered under the Societies Act 1966 in the Republic of Singapore and its registered address is at 465 North Bridge Road #02-5051, Singapore 191465. It is also a charity under the Charities Act 1994 since 2 May 2003.

The principal objectives of the Society are the harnessing of the fiscal resources generated by Lions fund raising activities through a central organisation that would united Lions in their community service efforts and maximising the value of the funds application.

The Society has been conferred the Institution of Public Character ("IPC") status for the period from 27 November 2023 to 26 November 2024. On 15 October 2024, the Society has renewed its IPC status for the period from 27 November 2024 to 26 November 2026.

2. Material accounting policy information

(a) Basis of preparation

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

The financial statements are presented in Singapore Dollar (S$), which is the Society's functional currency. All financial information presented in Singapore Dollar has been rounded to the nearest dollar, unless otherwise indicated.

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

(b) Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Society has adopted all the new and amended standards which are relevant to the Society and are effective for annual financial year beginning on 1 April 2025. The adoption of these standards did not have any material effect on the financial statements of the Society.

2. Material accounting policy information (continued)

(c) Standard issued but not yet effective

The Society has not adopted the following standards applicable to the Society that have been issued but not yet effective:

Description	*Effective for annual periods beginning on or after*
Amendments to FRS 109 *Financial Instruments* and FRS 107 *Financial Instruments: Disclosures*: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvement to FRSs Volume 11	1 January 2026
FRS 118 *Presentation and Disclosure of Financial Statements*	1 January 2027

FRS 118 Presentation and Disclosures in Financial Statements

FRS 118 *Presentation and Disclosure in Financial Statements* introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

In addition, narrow-scope amendments have been made to FRS 7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. FRS 118, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. FRS 118 will apply retrospectively.

The Management Committee is still in the process of assessing the impact of the new standard particularly with respect to the structure of the Society's statement of profit or loss, the statement of cash flows and the additional disclosures required for management-defined performance measures. The Society is also assessing the impact on how information is grouped in the financial statements.

Except for FRS 118, the Management Committee expects that the adoption of the other new and amended standards will have no material impact on the financial statements in the year of initial application.

2. Material accounting policy information (continued)

(d) Income recognition

Income comprises the fair value of the consideration received or receivable for the services rendered in the ordinary course of the Society's activities. Income is recognised as follows:

Contributions from members

Contributions are recognised in the statement of financial activities on accrual basis when the contributions are committed to the Society.

Donations

Donations are taken up and accrued as and when they are committed. Those uncommitted donations, income from charity events and all income except as listed below, are recognised on receipt basis. Donation-in-kind are recognised when the fair value of the assets received can be reasonably ascertained.

Interest income

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

Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

(e) Expenditure recognition

All expenditures are accounted for on accrual basis, aggregated under the respective areas. Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

Governance and other administrative costs include the costs of governance arrangement, which related to the general running of the Society, providing governance infrastructure and ensuring public accountability. These costs include costs related to constitutional and statutory requirements and an apportionment of overhead and shared costs.

2. **Material accounting policy information** (continued)

(f) Employee benefits

(i) Defined contribution plans

The Society makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(ii) Short-term employee benefits

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

(g) Property, plant and equipment

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

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

	Useful lives
Computer	3 years
Leasehold property	59 years
Office renovation	5 years
Office equipment	5 years

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

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in income or expenditure in the year the asset is derecognised.

2. **Material accounting policy information** (continued)

(h) Impairment of non-financial assets

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

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

Impairment losses are recognised in statement of financial activities.

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

(i) Financial instruments

(i) Financial assets

Initial recognition and measurement

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

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

2. Material accounting policy information (continued)

(i) Financial instruments (continued)

(i) Financial assets (continued)

Subsequent measurement

Debts instruments

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

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

Derecognition

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

(ii) Financial liabilities

Initial recognition and measurement

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

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

Subsequent measurement

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

2. **Material accounting policy information** (continued)

(i) Financial instruments (continued)

(ii) Financial liabilities (continued)

Derecognition

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

(iii) Offsetting of financial instruments

A financial asset and a financial liability shall be offset and the net amount presented in the statement of financial position when, and only when, an entity:

(a) currently has a legally enforceable right to set off the recognised amounts; and

(b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

(j) Impairment of financial assets

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

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

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

2. Material accounting policy information (continued)

(k) Cash and cash equivalents

Cash and cash equivalents comprise cash at banks and deposits with financial institution which are subject to an insignificant risk of changes in value.

(l) Funds

The Management Committee retains full control over the use of unrestricted funds for any of the Society's purposes.

Fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes, if any, by action of the General Committee. Externally restricted funds may only be utilised in accordance with the purposes for which they are established.

(m) Provisions

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

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

(n) Related parties

A related party is defined as follows:

A. A person or a close member of that person's family is related to the Society if that person:

(i) has control or joint control of the Society;

(ii) has significant influence over the Society; or

(iii) is a member of the key management personnel of the Society or of a parent of the Society.

2. Material accounting policy information (continued)

(n) Related parties (continued)

B. An entity is related to the Society if any of the following conditions applies:

(i) the entity and the Society are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

(iii) both entities are joint ventures of the same third party.

(iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(v) the entity is a post-employment benefit plan for the benefit of employees of either the Society or an entity related to the Society. If the Society is itself such a plan, the sponsoring employers are also related to the Society.

(vi) the entity is controlled or jointly controlled by a person identified in (A).

(vii) a person identified in (A)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

(viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Society or to the parent of the Society.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Society, directly or indirectly.

2. Material accounting policy information (continued)

(o) Contingencies

A contingent liability is:

(i) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society; or

(ii) a present obligation that arises from past events but is not recognised because:

- It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

- The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Society.

Contingent liabilities and assets are not recognised on the statement of financial position of the Society, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

3. Significant accounting judgements and estimates

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

3.1 Judgements made in applying accounting policies

Management is of the opinion that there are no significant judgements made in applying accounting estimates and policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

3.2 Key sources of estimation uncertainty

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

3. Significant accounting judgements and estimates (continued)

3.2 Key sources of estimation uncertainty (continued)

(a) Provision for expected credit losses (ECLs) of other receivables

The Society uses a probability of default method to calculate ECLs for other receivables. The probability of default is based on probability of default events that are possible within the next 12-months (a 12-month ECL) for other receivables which there have not been a significant increase in credit risk since initial recognition or probability of default events that are possible over the remaining life of the exposure (a lifetime ECL) for other receivables which there have been a significant increase in credit risk since initial recognition.

The probability of default is initially based on the Society historical observed default rates. The Society will calibrate the probability to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Society's historical credit loss experience and forecast of economic conditions may also not be representative of debtor's actual default in the future. The information about the ECLs on the Society's other receivables is disclosed in Note 18(a).

The carrying amount of the Society's other receivables as at 31 March 2026 is disclosed in Note 9.

(b) Impairment of property, plant and equipment

Property, plant and equipment are reviewed for impairment whenever there is an indication that these assets may be impaired. The Society considers the guidance of FRS 36 in assessing whether there is any indication that an item of the above assets may be impaired. This assessment requires significant judgement.

If any such indication exists, the recoverable amount of the assets is estimated to ascertain the amount of impairment loss. The recoverable amount is defined as the higher of the fair value less cost to sell and value-in-use.

In determining fair value less costs of disposal of assets, the Society use market approach based on market comparable transactions. Meanwhile, in determining the value-in-use of assets, the Society applies a discounted cash flow model where the future cash flows derived from such assets are discounted at an appropriate rate. Forecasts of future cash flow are estimated based on financial budgets and forecasts approved by the management.

The carrying amount of the Society's property, plant and equipment as at 31 March 2026 is disclosed in Note 7.

3. Significant accounting judgements and estimates (continued)

3.2 Key sources of estimation uncertainty (continued)

(c) Estimated useful lives of property, plant and equipment

The cost of property, plant and equipment is depreciated on a straight-line basis over the property, plant and equipment's estimated economic useful lives. The estimated useful life reflects the Society's estimate of the periods that the Society intends to derive future economic benefits from the use of the Society's property, plant and equipment.

The carrying amount of the Society's property, plant and equipment as at 31 March 2026 is disclosed in Note 7.

4. Donations received

	2026	2025
	S$	S$
Donations - Tax deductible receipts	**388,507**	622,778
Donations - Non-tax deductible receipts	**17,785**	259,205
	406,292	881,983

5. Staff costs

	2026	2025
	S$	S$
Staff salaries and bonuses	**54,600**	46,072
CPF contributions/SDL	**5,041**	4,464
	59,641	50,536

None of the staff received more than S$100,000 in annual remuneration.

6. Income tax

The Society is registered as a charity organisation under Charities Act 1994. As an approved charity, it is exempted from income tax under Section 13(1))(zm) of the Income Tax Act 1947.

7. Property, plant and equipment

	Computer	Leasehold property	Office renovation	Office equipment	Total
	S$	S$	S$	S$	S$
Cost					
At 1 April 2024, 31 March 2025 and 1 April 2025	14,024	699,111	98,960	12,906	825,001
Additions	544	-	-	-	544
At 31 March 2026	14,568	699,111	98,960	12,906	825,545
Accumulated depreciation					
At 1 April 2024	12,149	71,097	98,960	11,326	193,532
Depreciation	1,000	7,208	-	925	9,133
At 31 March 2025 and 1 April 2025	13,149	78,305	98,960	12,251	202,665
Depreciation	890	7,062	-	655	8,607
At 31 March 2026	14,039	85,367	98,960	12,906	211,272
Accumulated impairment					
At 1 April 2024	-	246,014	-	-	246,014
Impairment loss	-	4,792	-	-	4,792
At 31 March 2025 and 1 April 2025	-	250,806	-	-	250,806
Reversal of impairment loss	-	(85,272)	-	-	(85,272)
At 31 March 2026	-	165,534	-	-	165,534
Carrying amount					
At 31 March 2025	875	370,000	-	655	371,530
At 31 March 2026	**529**	**448,210**	**-**	**-**	**448,739**

7. Property, plant and equipment (continued)

During the financial year ended 31 March 2026, the Society performed an impairment assessment and noted that the recoverable amount of its leasehold property is higher than its carrying amount. Accordingly, an impairment reversal of S$85,272 (2025: an impairment loss of S$4,792) that has been recognised in profit or loss. The determination of the recoverable amount was based on fair value less costs of disposal using market approach based on market comparable transactions. The recoverable amounts could change significantly as a result of changes in market conditions.

8. Other investment

	2026 S$	2025 S$
Quoted debt securities, at amortised cost		
At 1 April	**510,609**	517,772
Withdrawal	**(500,000)**	-
Amortisation	**(10,609)**	(7,163)
At 31 March	**-**	510,609

The quoted debt securities have a nominal value of S$500,000 (2025: S$500,000) with coupon rate of 2.495% (2025: 2.495%) per annum and matures in March 2026. During the year, the Society has fully redeemed the debt securities on 11 March 2026.

The quoted debt securities are classified as held-to-maturity hence the carrying amount will be amortised over the periods till mature to their respective nominal value.

Fair value of debt securities

The fair value of debt securities at fixed rates are as follows:

	2026 S$	2025 S$
Debt securities at fixed rate	**-**	499,000

Other investments are denominated in Singapore Dollar.

9. Other receivables

	2026 S$	2025 S$
Interest receivables	**6,854**	24,607
Deposits	**270**	270
Prepayments	**3,258**	2,947
Government grant receivable	**250,000**	250,000
Other receivables	**-**	17,450
Contract asset	**-**	4,000
	260,382	299,274

9. Other receivables (continued)

Contract asset primarily relates to the Society's right to consideration for work completed but not yet billed at reporting date. Contract asset is transferred to receivables when the rights become unconditional. This usually occurs when the Society invoices the customers.

Significant changes in the contract assets balances during the year are as follows:

	2026	2025
	S$	S$
Recognition of revenue, net of recognised in receivables	-	4,000

Other receivables are denominated in Singapore Dollar.

10. Cash and short-term deposits

	2026	2025
	S$	S$
Cash at banks	**1,186,149**	928,778
Short-term deposits	**1,900,000**	1,850,000
	3,086,149	2,778,778

The maturity period of short-term deposits are 6 to 9 months (2025: 6 to 12 months) and bear average interest ranging from 1.30% to 1.55% (2025: 3.05% to 3.45%) per annum.

Cash and short-term deposits are denominated in Singapore Dollar.

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

	2026	2025
	S$	S$
Cash and cash equivalents	**3,086,149**	2,778,778
Less: Fixed deposits with maturity over 3 months	**(1,900,000)**	(1,850,000)
	1,186,149	928,778

11. Other payables

	2026	2025
	S$	S$
Accrued expenses	**43,691**	6,378
Membership fees received in advance	**-**	8,725
	43,691	15,103

Other payables are denominated in Singapore Dollar.

12. Funds

Unrestricted Funds

(i) Accumulated Fund

This is a general-purpose fund to be used for non-specific purposes at the discretion of the Management Committee in furtherance of the Society's objects.

(ii) Club/District Project Fund

The Club/District Project Fund is set up for fund raising projects that are one off in nature (e.g. tree planting project) or are too small in term of fund raised.

Restricted Funds

(i) LCSF Education Fund

The LCSF Education Fund was set up for the purpose of establishing scholarships, bursaries or other schemes with institutions of learning in Singapore to provide financial assistance to deserving students. It is administered by the Society in collaboration with the educational institutions. Currently, the Society is funding students from primary, secondary, post-secondary (such as junior colleges and specialist institutes) to tertiary level of the education system in Singapore.

(ii) Lions Home for Elders Fund

The Lions Home for Elders Fund is the fund for donations designated by donors for the Lions Home for the Elders. The Lions Home for the Elders operates two homes, one in Bedok and another in Bishan. The homes were established to provide long-term skilled nursing care and/or assistance with activities of daily living for elderly persons. These older persons either do not have families or caregivers to look after them at home, or the caregivers is unable to provide the level of nursing care required.

12. Funds (continued)

Restricted Funds (continued)

(iii) Lions Prostheses Fund

Lions Prostheses Fund is the fund for donations designated for Lions Prostheses Center (LPC). LPC is a Lions District 309 endorsed program which helps needy amputees to procure prosthetic limbs so that they enjoy a better quality of life and have a better job prospect. LPC's long term plan is to set up a fabrication center to manufacture prosthetic limbs to support amputees who cannot afford it. In the meantime, LPC engages vendors to fabricate these limbs for the needy amputees.

13. Related party transactions

Remuneration of key management personnel

None of the key management personnel received more than S$100,000 in annual remuneration (2025: Nil).

Related party transactions

	2026	2025
	S$	S$
Donations received from related parties	**114,151**	183,709
Grant disbursement to related parties	**(152,543)**	(140,780)

14. Reserve position and policy

The Society's reserve position for financial years ended 31 March 2026 and 31 March 2025 is as follows:

		2026	2025
		S$'000	S$'000
A	Unrestricted Funds	**3,535**	3,513
B	Restricted Funds	**216**	432
C	Total Funds	**3,751**	3,945
D	Total Annual Operating Expenditures	**1,052**	786
E	Ratio of Funds to Annual Operating Expenditures (A/D)	**3.36**	4.47

14. Reserve position and policy (continued)

Reference:

C. Total Funds include unrestricted, restricted/designated and endowment funds.

D. Total Annual Operating Expenditures includes Grant Disbursement and Governance Costs.

15. Fundraising income and expenditure

	2026	2025
	S$	S$
Fund-raising income - donations	**281,237**	780,133
Less: Fund-raising expenditure	**(24,300)**	(141,745)
Net surplus	**256,937**	638,388
Fund-raising efficiency ratio (Fund-raising expenditure/fund-raising income)	**9%**	18%

16. Commitments

Capital commitments

The Society had commitments of S$50,000 (2025: S$105,000) relating to the financial contributions to the university to establish the Society's Bursary.

17. Fair value of assets and liabilities

Assets and liabilities not measured at fair value

Other receivables, cash and short-term deposits and other payables

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

Other investment

The fair value of other investment is disclosed in Note 8.

18. Financial risk management

The Society's activities expose it to a variety of financial risks from its operations. The key financial risks include credit risk and liquidity risk.

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

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

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

(a) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Society. For other investment, other receivables and cash and short-term deposits, the Society minimises credit risk by dealing exclusively with high credit rating counterparties.

Other receivables

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

(b) Liquidity risk

Liquidity risk refers to the risk that the Society will encounter difficulties in meeting its short-term obligations due to shortage of funds. The Society's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. It is managed by matching the payment and receipt cycles. The Society finances its working capital requirements through a combination of funds generated from operations and grants from government. The Management Committee is satisfied that funds are available to finance the operations of the Society.

18. Financial risk management (continued)

(b) Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities

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

	Carrying amount S$	Contractual cash flows S$	One year or less S$	One to five years S$
2026				
Financial assets:				
Other receivables (exclude prepayments)	257,124	257,124	257,124	-
Cash and short-term deposits	3,086,149	3,100,779	3,100,779	-
Total undiscounted financial assets	3,343,273	3,357,903	3,357,903	-
Financial liabilities:				
Other payables	43,691	43,691	43,691	-
Total undiscounted financial liabilities	43,691	43,691	43,691	-
Total net undiscounted financial assets	3,299,582	3,314,212	3,314,212	-

18. Financial risk management (continued)

(b) Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities (continued)

	Carrying amount S$	Contractual cash flows S$	One year or less S$	One to five years S$
2025				
Financial assets:				
Other investment	510,609	535,559	535,559	-
Other receivables (exclude prepayments and contract asset)	292,327	292,327	292,327	-
Cash and short-term deposits	2,778,778	2,814,943	2,814,943	-
Total undiscounted financial assets	3,581,714	3,642,829	3,642,829	-
Financial liabilities:				
Other payables (exclude membership fees received in advance)	6,378	6,378	6,378	-
Total undiscounted financial liabilities	6,378	6,378	6,378	-
Total net undiscounted financial assets	3,575,336	3,636,451	3,636,451	-

19. Financial instruments by category

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

	Note	**2026** **S$**	2025 S$
Financial assets measured at amortised cost			
Other investment	8	-	510,609
Other receivables (exclude prepayments and contract asset)	9	**257,124**	292,327
Cash and short-term deposits	10	**3,086,149**	2,778,778
Total financial assets measured at amortised cost		**3,343,273**	3,581,714
Financial liabilities measured at amortised cost			
Other payables (exclude membership fees received in advance)	11	**43,691**	6,378
Total financial liabilities measured at amortised cost		**43,691**	6,378

20. Fund management

The Society's objectives when managing its funds are to safeguard and maintain adequate working capital to continue as a going concern and to develop its principal activities over longer term from donations. The Society's funds comprise accumulated and specific funds.

No changes were made to the Society's fund management objectives or policies during the financial year/period ended 31 March 2026 and 31 March 2025.

21. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 March 2026 were authorised for issue by the Management Committee on 29 JUN 2026

Management Committee

Victor Yip Keng Fook	Honorary Chairman
Mary Ong	Honorary Vice Chairman
Vincent Lim Chai Poy	Honorary Treasurer
Violet Lee Kim Koh	Honorary Secretary
Allysa Cho Shu Kei	Director
Jenny Tan Peck Sian	Director
Cindy Tan Chiew Hiang	Director
Chai Ming Voon	Director
Sherwin Seow Eng Hou	Director
Marissa Zhang	Director

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