

RIVER ACADEMY at KALLANG LTD

2025 ANNUAL REPORT

Incorporated on 28 Dec 2021
Public Company Ltd by Guarantee
UEN Number: 202144721H
Registered as a Charity under Charities Act on 21 June 2023

Registered address
178 Paya Lebar Road,
#02-11, Paya Lebar 178
Singapore 409030

Board of Directors
Terence Yow Yung-Shen Terence - Chairman
Natalia Goh Suk-Lin; Banker
Loh Liat Chung Jacky; Civil Servant
M Nirmala; Founder

Advisors
Professor Yaacob Ibrahim, Henry Kwek Hian Chuan, Chandra Mohan Nair

Audit Firm
Tan, Chan and Partners



Where
dreams are
big and

*Possibilities
Endless*



River Academy's main project is a student care centre in Kebun Baru for children from under-resourced families. Located in void decks at Blocks 112 & 113 in AMK Ave 4

Vision

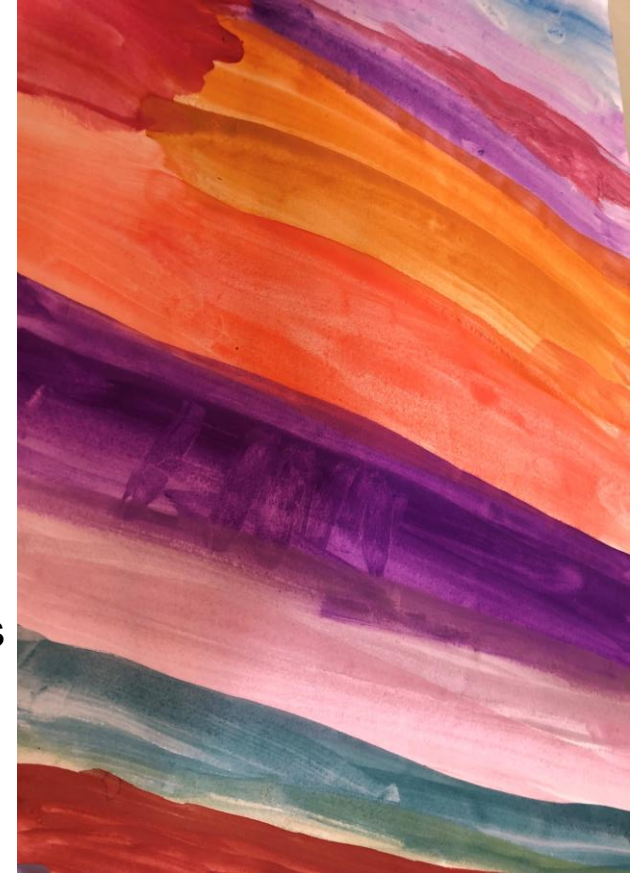
River Academy aims to establish a Student Care Centre that is lovable, innovative, liveable and is a place for research, learning and reflection - a place where children, teachers and families feel happy and well

Mission

River Academy's educational philosophy is based on the image of a child as competent, strong and powerful; children will learn differently and grow in relations with others

Our Values

- * Allow children to bring their unique processes of learning into the Centre
- * Emphasise process, not product of learning, as vital for learning
- * Collaborate with parents and community as part of every child's learning process
- Provide professional development for all staff in the Centre as a right



Artwork by River Academy students

Chairman's Message

Our children's abilities to surmount very challenging home and educational challenges always amaze me. The odds are often stacked against them. Some give their school teachers the run around –literally. River Academy staff chase these pupils around the AMK Hub or their hangouts near their schools and bring them to a structured learning environment in our student care centre in Blocks 112 and 113 in AMK Ave 4.

The uphill climb is tough but with our knowledge on giving many second or third chances, the students turn around and get that pass mark to make it to the next education level.

With the initial financial backing from Singapore Pools – made possible with support from Professor Yaacob Ibrahim - MP Henry Kwek and other donors, River Academy started its weekday programme in Blocks 112 and 113 in AMK Ave 4.



Terence Yow began coaching Cheng Jia Xing (P6, AMK Primary) Chinese on 11 August 2025. Jia Xing passed PSLE and is now in Guangyang Secondary School.

In 2023, River Academy helped another pupil, Matthew Lim move on to Ang Mo Kio Secondary. In 2025, two Anderson Primary pupils cleared their PSLE and are doing well in Secondary schools. Ahmad Danish Koh is in Naval Base Secondary and Lynn Neo made it to Mayflower Secondary.

Chairman's message

To maintain our financial health, we are aiming to get IPC status. With more funds, we will be able to accept more needy students into our student care programme. In January 2025, our enrolment figure rose to 19 students. But with the numbers came problems – fist fights broke out in our classroom and the drop out rate grew. But it was a positive development as the restless ones chose to be drop ins and a group of 12 students stayed on for a longer period.

We also work with the parents of our students and the schools our children attend. The magic is in getting partnerships started and keeping them strong. The disruptive child becomes more grounded and starts getting serious about studying.

Year 2025 saw us moving our student care centre project on a steady keel. In addition to school work, students learnt and performed a flamenco dance with the very famous flamenco maestro Antonio Vargas. Students also learnt coding from a group of young secondary students from the School of Science and Technology. Learning opportunities continued to roll in and our students benefitted.

For us, this forward movement will continue and more students will benefit. Please continue to support our children and their families.

A handwritten signature in blue ink that reads "Terence Yow". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

.....
Terence Yow Yung-Shen Terence
Chairman, River Academy at Kallang Ltd

River Academy's Financial Report

River Academy's Board of Directors and Advisors manage the organisation's financial viability in a prudent way. Advisor Professor Yaacob Ibrahim lends his years of experience, knowledge and network of high value contacts to keep the organisation afloat. The key financial risk being liquidity risk, is reviewed by the Board and Board decisions are executed by management. No trading in derivatives for speculative purposes will be undertaken.

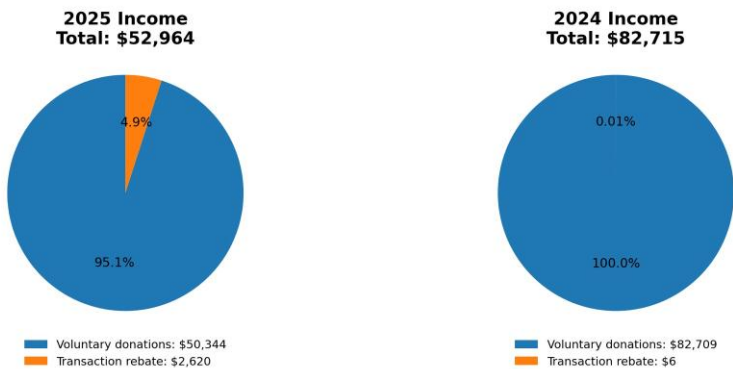
For 2025, River Academy's annual operating expenditure was \$74,878. It had a surplus of funds (\$30,321) at 31 Dec 2025. The company maintains reserves at a sufficient level for its operating needs. The company reviews the level of its reserves regularly for its continuing obligations.

The main expenditure item was salary for only one fulltime staff – a principal who teaches and manages the organisation's holistic approach to a child's education.

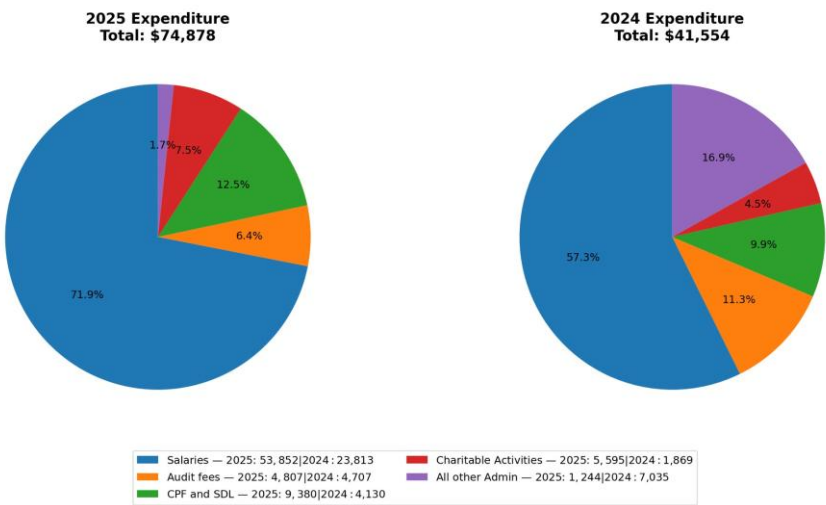
Fund raising was done through direct appeals for funds. No administrative cost was incurred through event organisation. The company's fund-raising efficiency ratio was 0%.

RIVER ACADEMY AT KALLANG LTD.: FINANCIAL ANALYSIS 2025 vs. 2024 (Year-over-Year Comparison)

Income Comparison — 2025 vs 2024



Expenditure Comparison: 2025 vs 2024



Giving Generously

River Academy relies on donations to support its student care centre operations. In 2025, only 2 students paid a small fee of \$500 for September and October.

The Centre prepares hot meals and has large servings of fresh fruits and vegetables. A well-balanced diet has helped students gain weight and improve their ability to do focused studies.

The organisation's bank is UOB
Fund transfers can be sent to:
375 312 288 3
The organisation's UEN is
202144721H



Addressing the million word gap

Children from homes - where five books are read daily - hear roughly 1.4 million more words than kindergarten children who are never read to.

On 3 June, students visited and borrowed books from the Ang Mo Kio Public Library.

Governance

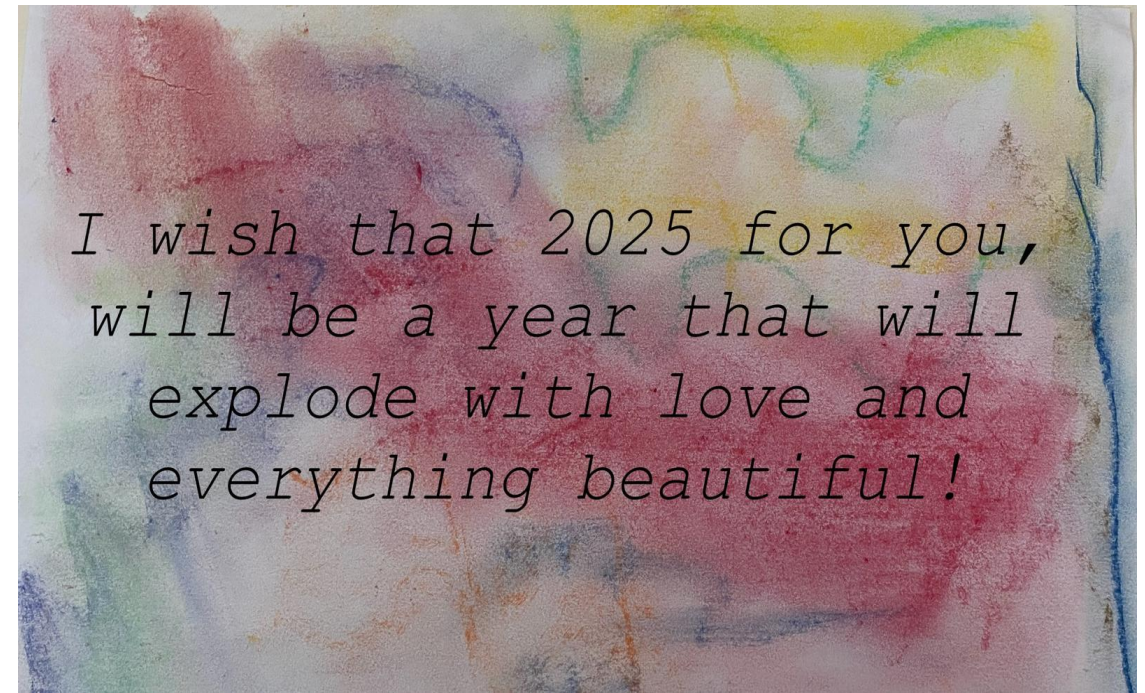
River Academy at Kallang Ltd adheres to a strict policy of maintaining transparency, professionalism and integrity in its work. None of its Directors are paid.

It has policies on protecting rights to personal data (PDPA), a whistle blowing policy, Reserves Policy, A Finance Manual governing expenditure, Policy on Conflict of Interest and guidelines on risk assessment.

The Board meets 3-4 times a year to review programmes, plans for fundraising and strategises ways of engaging with policy makers and think tanks on the impact of River Academy programmes on society.

Board members attendance at meetings is above 90 per cent.

“I’m happy to be an Advisor. This is an important endeavor and I will assist in whatever way I can”
- Professor Yaacob Ibrahim



Artwork by River Academy students



Professor Yaacob Ibrahim with Board members

Learning Opportunities

Students in River Academy's student care centre work with professionals through the year. Students also go for outdoor learning expeditions to know more about how Singapore and the rest of the world works.

Music and dance

On 31 January, discussions were started with a Singaporean cello teacher on cello lessons for River Academy students. Donors have given a double bass, violins, cellos and a guitar.



On 17 August, the Centre's students performed a flamenco dance on stage at the Kebun Baru CC. They were included in a large community event organised by renowned flamenco dancers Antonio and Daphne Vargas.



Night Class

River Academy believes that learning happens everywhere and at any time. Students caught the spectacular light-up show at the Singapore Botanic Gardens on 28 July 2025.

History, merged with a dazzling show with lights and music, captivated our students. They learnt the history of the Gardens and Singapore in a different way. Their senses were engaged and they were enveloped in darkness. Just relying on their senses to figure out what was going on.

“I fell on a dog that almost fell into the lake”

- a P6 student.

“The picture so dark, I can’t see my son”

- mother of a P6 student.



Learning expeditions



On Dec 5, students visited the Art Science Museum. An expensive, ticketed attraction, the students immersed themselves in a world of art, science, magic and metaphor through a collection of interactive installations.



The phrase “water play” took on a different meaning during an outing to Gardens by the Bay. On 18 June, students learnt about Singapore’s water survival story. They learnt about how Singapore stretched its shores and relies on The Four National Taps.

Community-led teaching sessions

Academic lessons are often led by members in the community.

On 25 and 26 June, students from The School of Science and Technology held a 2-day session on coding.



On 2 May, Professor Berinderjeet Kaur, a distinguished math scholar, shared her love for the subject and brought to life the many number concepts in the students' textbooks.



Mr. Lawrence Seow
helmed math sessions
on Mondays



Understanding Singapore's Identity

Visits to the Istana and places of religious worship are of utmost importance in the learning journey of all students in River Academy.

During these visits, they learn about Singapore's values and how the young nation struggled through its tumultuous history.

Visits to Chinatown, Little India during Deepavali and a stopover at St Andrew's Cathedral, on the way to the National Gallery, complete the must-see and must-do items in a year's academic calendar.



VOICES

Partnerships for learning, help both child and parent find their way forward in a world filled with financial, emotional and unstable situations. River Academy works closely with many partners in society to give students access to educational opportunities and growth. Parents, school leaders and community workers often turn to River Academy for admission into the organisation's student care centre. Leaders express their sincere appreciation through heartfelt expressions of gratitude.

"I know this Centre is not the same as other student care. You take care of my children and teach them. You also send food for them. My child passed PSLE. Thank you, thank you," Mother of a P6 student.

"I will help him to learn today. Today his cycling will stop. He must study. If not, it will be hard for him,"
Mother of a P6 student who passed PSLE.

"You and your team are the true heroes doing the important work. We are glad to be able to support in our little way" A donor