



ANNUAL REPORT 2025

For the financial year ended
31 December 2025

*Differently Wired,
Stronger Together*



Information

Unique Registration Number:

202138947R

Registered Address

46 Holland Drive, #02-371 Singapore 270046

Accountant

Empact Shared Services Pte Ltd

Bankers

United Overseas Bank Limited | Maybank Singapore Limited

Auditor

YKF Public Accounting Corporation

Corporate Secretary

Integrity Corporate Services Pte Ltd

Website

www.unlockingadhd.org.sg

Institution of a Public Character Status

Unlocking ADHD Ltd was approved as an Institution of a Public Character under the Charities Act 1994 for the period from 15 April 2025 to 31 October 2026.

MDDI (P) 017/07/2026

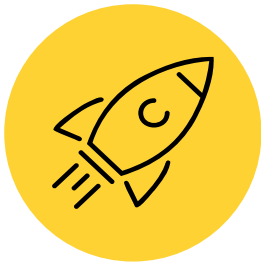
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About Unlocking ADHD

Unlocking ADHD Ltd ("UA") is an Institution of a Public Character and social service agency in Singapore dedicated to empowering ADHDers and their families to live life to the fullest. UA was approved as an IPC for the period from 15 April 2025 to 31 October 2026. In 2025, UA moved from awareness-building into more direct support, combining public education, peer community, professional services, and advocacy so that ADHDers and families can find clearer information, practical help, and a more connected support system.



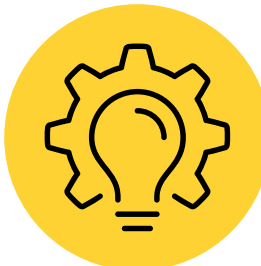
Our Vision

Bridging the information, access, and support gaps so every ADHDer can thrive.



Our Mission

Empowering ADHDers and their families to live life to the fullest.



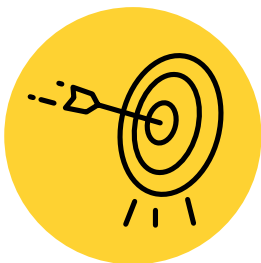
Our Problem Statement

ADHDers and their families often face challenges not only because of ADHD-related needs, but because timely information, affordable support, and ADHD-informed services remain difficult to access. UA exists to close these gaps.



Our Four Strategic Pillars

- Awareness
- Achievement
- Accessibility
- Advocacy



Our Purpose/Objectives

- To improve understanding of ADHD across the community, healthcare, education, and workplaces in Singapore.
- To equip and connect ADHDers and their families with evidence-based, ADHD-specialised support, tools, and peer community.
- To strengthen the wider support system for ADHD by engaging government, clinicians, employers, and educators.

Chairman's Message



“2025 was a year in which Unlocking ADHD moved from foundation-building to delivery. The Board's focus was to ensure that this growth was not only ambitious, but responsible: stronger governance, disciplined stewardship of resources, and services that create practical value for ADHDees and their families.”

A New Chapter as an IPC

UA's IPC status, which took effect on 15 April 2025, marked an important step in our organisational maturity. It broadened our ability to receive tax-deductible giving and strengthened public confidence in UA's governance. More importantly, it raised the standard we must hold ourselves to. As funding, partnerships, and service responsibilities grow, the Board has worked with management to strengthen internal controls, reporting, and accountability.

A Landmark Pledge

We were deeply grateful this year for MINDSET's landmark pledge of \$1 million in support of the Unlocking ADHD-MINDSET Support Hub. This is the most significant commitment in UA's history. It gives UA the runway to build direct ADHD-informed support more deliberately, while placing on us a clear responsibility to deploy every dollar with discipline and measurable benefit to the community.

From Strategy to Service

The year also saw Board decisions from 2024 translate into direct service. Through the Support Hub, UA supported 21 clients across 98 counselling and support sessions during its pilot phase in 2025. These numbers are modest by design: they reflect a careful start, with attention to intake, case management, professional standards, and client safeguarding. The practical impact is that individuals and families who previously had limited ADHD-specific options now have a clearer place to turn to for support.

Stronger Structures, Stronger Teams

To support this more complex organisation, the Board, SMAC, and leadership team continued to strengthen UA's operating foundations. New policies covering media communications and volunteer management helped clarify responsibilities and reduce organisational risk. Board members also completed the required SGOOD 2.0 and Financial Stewardship for Charity training, reinforcing the governance expectations that come with IPC status.



“

Looking ahead to 2026, UA's priority is not growth for its own sake. Our priority is to deepen the quality, accessibility, and sustainability of support for ADHDers and their families.

”

Looking Ahead

This means expanding the Support Hub carefully, growing qualified professional capacity, improving access to assessment and intervention pathways, and strengthening the systems that allow a small charity to serve a growing community without compromising care, governance, or trust.

Our task is to scale what works, learn from the pilot phase, and ensure that more individuals and families can find timely, practical, ADHD-informed support through UA.

On behalf of the Board, I thank SMAC members, the UA team, donors, partners, volunteers, and the wider community for helping UA build not only more activity, but stronger support that can endure.

With appreciation,
A/Prof Tan Sze Wee
Chairman
Unlocking ADHD

Founder's Message



“2025 was a turning point for Unlocking ADHD. The community movement that began with lived experience, storytelling, and peer support continued to grow, but this year it also became something more: a charity able to offer direct support and speak with greater confidence in national conversations about ADHD care and inclusion.”

2025: From Awareness to Support

At the heart of UA's work are the people we serve. Our #ADHDStories and #Champion4ADHD campaigns continued to surface honest accounts of life with ADHD, reminding the public that ADHD is not an abstract label. It affects children at school, adults at work, parents seeking answers, and families trying to find the right support.

Differently Wired Minds extended this work by bringing together more than 60 personal stories from Singapore's ADHD community. The book helped make lived experience visible, reduced isolation, and gave donors and the wider public a tangible way to understand why ADHD-informed support matters.

The book was also launched as part of the *Differently Wired Minds* fundraising campaign to support UA's intervention services, which raised \$115,617 in donations.

The impact of this work is not only awareness. It is recognition, connection, and the reassurance that ADHDers and their families are not alone.

The MINDSET partnership made it possible for UA to respond to a question families have asked for years: “Where do we go from here?” With this support, UA launched the Unlocking ADHD-MINDSET Support Hub and began building accessible ADHD-informed counselling and support for individuals and families. This moved UA from signposting and education into more direct help for people navigating real-life challenges. The significance is clear: the Hub gives UA a practical pathway to convert community trust into structured support.

Making ADHD Visible Through *Focus on Us*

Focus on Us brought ADHD awareness into public space in a way that was visible, dignified, and community-led.

The concept was first developed three years ago by former BBDO Creative Chairman Tay Guan Hin and his colleagues. In 2025, the right partners, timing, and resources came together to bring it to life. With the support of Shaun Yeo of Loco Motion and featuring a cast of ADHDers, the video premiered during ADHD Awareness Month and was screened publicly with support from PlayPan. Its impact was to move ADHD beyond private struggle and into shared public understanding.

For UA, awareness is most valuable when it changes how people see ADHDers, how families seek help, and how institutions respond. *Focus on Us* contributed to that shift.

Building Bench Strength for the Next Chapter

By the end of 2025, UA had grown to 11 staff, including expanded counselling capacity.

This gave the organisation greater ability to turn awareness and community trust into direct, structured support for individuals and families.

This additional capacity changed what UA could do. It allowed the organisation to move beyond peer support, advocacy, and resources into direct intervention, while retaining the community-rooted approach that built trust in the first place.

Awareness opens the door. Community gives people belonging. Direct support helps people take the next step. In 2025, UA began bringing these pieces together more intentionally.

Shaping the National Conversation

In 2025, UA also continued to play a growing role in the wider ADHD care landscape.

I have continued to serve on the Clinical Practice Guidelines on ADHD Workgroup under the Academy of Medicine's College of Psychiatrists. The work is careful, detailed, and long-term in nature, but its impact will be important for Singapore. This is especially the case for adults with ADHD, many of whom have lived for years without adequate recognition or support.

UA's growing role in shaping the national conversation, alongside clinicians, educators, policymakers, and community partners, is something I am deeply grateful for.

Founder Transition and Long-Term Stewardship

As UA enters its next chapter, I am stepping back from day-to-day operations to focus on a more strategic and advocacy-focused role as a Board member. This transition is important because it reflects UA's maturity: the charity is no longer dependent on one founder's daily presence to move forward.

UA now stands on a broader foundation: Board oversight, professional management, SMAC guidance, staff capability, volunteer commitment, donor trust, and community participation. That is what we have been building towards from the beginning: not only a founder-led initiative, but a community-rooted charity with the governance, partnerships, and operating capacity to serve for the long term.

To our Board, staff, SMAC members, volunteers, donors, partners, advisors, community members, and every ADHDer and family who has trusted us with your story — thank you. The journey continues, and our next task is to ensure that the hope we have built becomes practical support for more people.

Yours in the journey,

Moonlake Lee

Founder & Director

Unlocking ADHD

General Manager's Message



“2025 was the year Unlocking ADHD moved from preparation to delivery. After a 2024 focused on governance, systems, and team-building, this year tested whether those foundations could support real services, real cases, and real expectations. They could, and they did.”

The Unlocking ADHD-MINDSET Support Hub

The most significant operational milestone was the launch of the Unlocking ADHD-MINDSET Support Hub, an integrated home for direct support. Through the Hub, UA began providing ADHD-informed counselling and coaching, supported by a subsidy approach intended to reduce cost as a barrier to access.

During its pilot phase in 2025, the Hub supported 21 individuals and families across 98 sessions. Behind these figures is the operating work that makes service delivery safe and sustainable: intake, case management, documentation, privacy safeguards, clinical supervision, and clear service boundaries.

The Hub would not exist in its current form without MINDSET's support. Stewarding a gift of this scale requires more than gratitude. It requires disciplined deployment, clear reporting, and a direct line between funding and improved access for the people UA serves.

The Ecosystem That Sustains Us

Running services is not only about clinicians and caseloads. It also depends on the wider ecosystem that keeps a charity effective: corporate partners who fund programmes, individual donors whose gifts support operating needs, and volunteers whose time and skills extend the reach of a small team.

In 2025, these contributions helped UA serve more people, operate more reliably, and build the capacity needed for future growth.

Strengthening Governance

Building on IPC status, UA introduced two key policies in 2025: Media Communications and Volunteer Management. Each policy addressed a practical risk area, clarified expectations, and strengthened the trust that donors, partners, volunteers, and the community place in us. Governance is rarely the most visible part of charity work, but it is what allows everything else to stand.

People and Culture

As UA expanded across Programmes, Communications and Partnerships, and Fundraising, we worked to ensure that growth did not weaken culture. We refined meeting structures, communication norms, and feedback practices to better accommodate different cognitive styles. A neurodiverse-inclusive workplace must be reflected in daily operating habits, not only in external messaging.

Digital Transformation in Motion

Our digital roadmap moved from planning into implementation. Key milestones included a donor management system integrated with the IRAS portal, progress on a secure case management system for the Hub, and continued consolidation of Google Workspace. These unglamorous investments improve reliability, data discipline, and service quality as UA grows.

Working Smart with AI

Building on this digital foundation, we also began adopting AI tools across our operations in 2025. We have approached this deliberately, with clear internal guidelines on appropriate use, attention to data privacy, and the principle that human judgement remains central to any decision affecting the people we serve. AI is a useful tool, not a substitute for the people, expertise, and care that define our work — and we intend to keep using it on those terms.

The Road Ahead: Responsible Scale

In 2026, our operational priorities are clear: scale the Support Hub responsibly, mature our digital systems, continue building a team and culture that can sustain growth, and ensure that every dollar entrusted to UA is put to its best possible use.

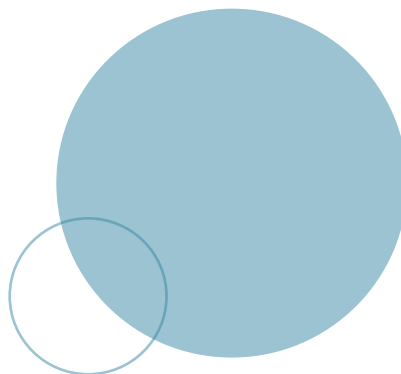
To the Board and SMAC for your guidance, to Moonlake for trusting me with daily stewardship, to the team for showing up with heart and rigour, and to our donors, partners, and volunteers for making this work possible — thank you.

With appreciation,

Daniel Ang

General Manager

Unlocking ADHD





**A/Prof
Dr Tan Sze Wee**

Appointment
Chairman
Since 22/05/2022
Occupation
Advisor at Temasek International
Pte Ltd and SingHealth
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
10/10

Unlocking ADHD Board of Directors



Moonlake Love Lee

Appointment
Founder & Director
Since 9/11/2021
Occupation
CEO,
Transforming Lives
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
10/10



Koh Li Ying, Lynn

Appointment
Treasurer
Since 24/09/2023
Occupation
CEO,
QXY Resources Pte Ltd
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
9/10



**Leong Tze-Ho
Douglas**

Appointment
Director
Since 18/12/2022
Occupation
Director,
CRW Management Pte Ltd
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
9/10



**Himanshu
Chaudhari**

Appointment
Director & Audit Chairman
Since 09/06/2022
Occupation
Managing Director, Group
Operational Excellence, OCBC
**Board Experiences with Other Charities/
Corporate**
No
Attendance
9/10



Jamie Lee Kwan Jin

Appointment
Director & Programmes Chairman
Since 18/02/2022
Occupation
Founding Director,
Lunch Actually
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
5/10



Dr Chong Yoke Sin

Appointment
Director
Since 05/07/2024
Occupation
Retired
**Board Experiences with Other Charities/
Corporate**
Yes
Attendance
6/10

Board Committees in 2025

Finance Committee

Koh Li Ying, Lynn (Chairperson since June 2023)
Stephen Chen Weng Leong
Jumoke Ogunmodede
Vanessa Lee Wun Jing

Audit Committee

Himanshu Chaudhari (Chairperson)
Leong Tze-Ho Douglas
Kelly Lee Pei Woon

Nomination / Appointment Committee

Leong Tze-Ho Douglas (Chairperson)
Himanshu Chaudhari
Moonlake Love Lee
Dr Chong Yoke Sin

Programme & Services Committee

Jamie Lee Kwan Jin (Chairperson)
Moonlake Love Lee

Fundraising Committee

A/Prof Tan Sze Wee (Chairperson)
Moonlake Love Lee
Dr Chong Yoke Sin

HR Committee

Himanshu Chaudhari (Chairperson)

Data Protection & IT Committee

Dr Chong Yoke Sin (Chairperson)
Leong Tze-Ho Douglas

Scientific and Medical Advisory Committee (SMAC)

Established in 2024, SMAC moved into active partnership with UA in 2025. The committee supported the development of UA's counselling framework and helped ensure that expanding services are guided by professional standards, evidence-informed practice, and appropriate safeguards.

We also welcomed Dr Choi Pui Meng, whose expertise in school-based assessment, intervention, and policy strengthens UA's perspective as we deepen work with children and youth in mainstream educational settings.



A/Prof John Wong Chee Meng

Chair, Scientific and Medical Advisory Committee

Senior Consultant, Department of Psychological Medicine, National University Hospital

Chairing the SMAC since its founding in 2024, A/Prof John Wong brings over three decades of clinical and academic leadership in mental health. A senior Child and Adolescent Psychiatrist, he holds the Lin Jo Yan and Yeo Boon Khim Professorship in Mental Health and Neuroscience at NUS Yong Loo Lin School of Medicine, and serves as Director of the NUS Yeo Boon Khim Mind Science Centre and Programme Director of REACH (West) at the National University Hospital. His career spans neurodevelopmental psychiatry, trauma mental health, military mental wellness, and medical education. He is also an elected International Distinguished Fellow of the American Psychiatric Association.



Professor Kenneth Poon

Dean, Research and Centre Director, Centre for Research in Child Development

Professor Kenneth Poon brings over 25 years of expertise in child development and neurodevelopmental disabilities to the SMAC. The Lien Foundation Chair Professor of Education at NIE, Nanyang Technological University, he serves as Dean of Education Research and Director of the Centre for Research in Child Development, and leads major national initiatives including DREAMS, a longitudinal study of over 7,000 adolescents. He has developed locally normed tools such as the Singapore Ability Scales, and contributes to national and regional policy as Singapore's Representative to the ASEAN Commission on the Rights of Women and Children.



Professor Alina Rodriguez

*Senior Principal Scientist III, A*STAR*

Professor Alina Rodriguez is a psychological scientist and educator with over 20 years of experience across research, clinical, and academic settings. She serves as Senior Principal Scientist III at ASTAR's Institute of Human Development and Potential, Professor of Psychological Medicine at NUS Yong Loo Lin School of Medicine, Professor of Allied Health at Anglia Ruskin University UK, and Visiting Professor at Imperial College London School of Public Health. At ASTAR, she co-leads the Integrative Adolescence Research Programme, focused on identifying early risk factors and designing evidence-based interventions across maternal and child health, neurodevelopment, and adolescent mental health.



Tan Jia Xuan

Principal Occupational Therapist, National University Hospital

Tan Jia Xuan is a Principal Occupational Therapist at the National University Children Medical Institute, National University Hospital, where she focuses on parent-therapist collaboration and advocates for the role of neonatal therapy in the NICU. She holds an MSc in Child and Adolescent Mental Health from King's College London, and has presented at conferences including the Perinatal Mental Health Conference (Marce Society). Her clinical expertise strengthens UA's commitment to evidence-based therapy approaches for the ADHD community.



Dr Choi Pui Meng

Master Educational Psychologist, Ministry of Education, Singapore (MOE)

Dr Choi Pui Meng supports school-based assessment and intervention, contributes to policy development, and conducts applied research to meet diverse learning needs across mainstream schools. His peer-reviewed research on cognitive-behavioural interventions in Singapore schools, alongside doctoral work exploring student, parent, and teacher perspectives in mainstream settings, directly informs how schools support students with ADHD and other neurodevelopmental differences. His addition to the SMAC strengthens UA's work at the intersection of ADHD support and inclusive education.

Governance and IPC Compliance

Governing Instrument

Unlocking ADHD Ltd is governed by its Constitution, which sets out the charity's objectives, governance structure, membership provisions, powers of the Board, meeting procedures, and rules relating to the management and administration of the charity. The Constitution provides the framework for Board oversight and helps ensure that the charity operates in accordance with its stated charitable purposes.

Related Party Transactions

UA is committed to ensuring that related party transactions, if any, are conducted on an arm's length basis and properly reviewed, approved, and disclosed in accordance with applicable accounting and regulatory requirements. The Board and management review related party transactions as part of UA's governance and financial reporting processes. Where applicable, such transactions are disclosed in the audited financial statements and reflected accurately in the relevant regulatory submissions.

External Auditor

The external auditor is appointed in accordance with applicable regulatory requirements. Should UA change its external auditor, UA will submit the required declaration completed by the newly appointed external auditor for approval through the Charity Portal.

Conflict of Interest

UA has a conflict of interest policy to guide Board members, committee members, management, staff, and volunteers in identifying, declaring, managing, and avoiding actual, potential, or perceived conflicts of interest. Individuals are required to disclose any conflict as soon as they become aware of it. Where a conflict exists, the individual concerned abstains from deliberations, decision-making, and voting on the matter. Declarations and abstentions are recorded in the relevant meeting minutes or documentation.

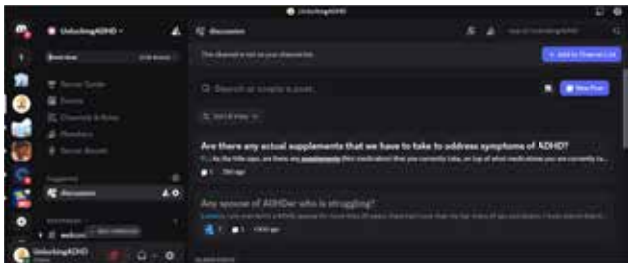
Regulatory Submissions and Public Disclosure

UA is committed to timely and accurate regulatory submissions, including the Annual Report, audited financial statements, Online Financial Summary, Governance Evaluation Checklist, and other required filings. UA will submit its Annual Report and audited financial statements within six months from the end of each financial year and will ensure that its latest financial and nonfinancial information is disclosed online through the Charity Portal.

Following regulatory feedback, UA has reviewed its disclosure and submission processes to strengthen accuracy, consistency, and completeness across the Annual Report, audited financial statements, Online Financial Summary, Governance Evaluation Checklist, and Charity Portal filings.

A Dashboard of Our Impact

In 2025, UA's work moved along a clear impact pathway: increasing understanding of ADHD, strengthening community connection, and beginning direct support through the Unlocking ADHD-MINDSET Support Hub.



Our digital platforms and community hangouts gave ADHDers and families accessible entry points for information, peer connection, and help-seeking. Webinars and workshops translated expert knowledge into practical strategies families could use at home, school, and work.

The Support Hub added the next layer: ADHD-informed counselling and direct support, backed by a subsidy approach intended to reduce cost as a barrier to care.

Community Growth

Facebook Group:



4,411
Members
as at
31 December
2025

Increase of
more than
16%

Community Hangouts:

10
Sessions

200
Attendees

Learning & Capability

1,200 Registrations in total

Webinars:

Strengthening Parent/Youth Relationships featuring
Dr Dan Shapiro and Breyll Frances

ADHD Burnout featuring
Dr Nate Page and Serene Seng

Workshops:

Parenting Series
with Breyll Frances

Direct Support

Delivered by Unlocking ADHD-MINDSET Support Hub as at 31 December 2025.

98

**Counselling
and Support
Sessions**

21

Clients

Summary of Financial Performance FY2025

For the financial year ended 31 December 2025



TOTAL INCOME

\$1,041,654



TOTAL EXPENDITURE

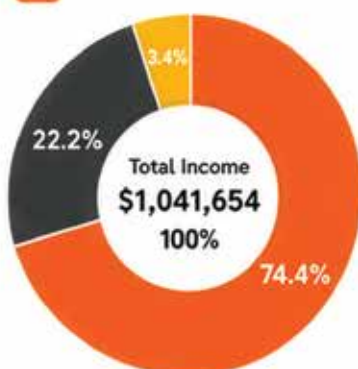
\$824,354



NET SURPLUS

\$217,300

1 Income Overview



- Donations
\$774,474
74.4%
- Grants income
\$231,390
22.2%
- Programme revenue & other income
\$35,790
3.4%

Breakdown of Donations

	Tax-deductible donations	\$533,454
	Non-tax-deductible donations	\$239,157
	Donations-in-kind	\$1,863

2 IPC status helped strengthen donations



Unlocking ADHD became an Institution of a Public Character (IPC) on 15 April 2025. This means eligible donors can enjoy **2.5x** tax deduction on qualifying donations, helping encourage support from both individual and corporate donors.

3 Expenditure Breakdown

	Staff cost	\$541,023
	Programme cost	\$62,670
	Fundraising cost	\$19,623
	Governance & Administrative cost	\$201,038

Including market value of office rental which is offset as grant income of \$105,468.



A surplus of **\$217,300** was recorded in FY2025, driven primarily by a significant increase in donations and restricted funding support for key programmes. This was partially offset by higher staff and programme-related expenditure as Unlocking ADHD expanded its operations and service delivery in FY2025.



One paid staff member received remuneration of more than \$100,000 in FY2025.

Taking the ADHD Conversation Further

UA's outreach in 2025 was not only about visibility. It was about shifting understanding in the places that shape daily life for ADHDers: homes, workplaces, schools, community spaces, media platforms, and professional networks.

Expert Voices, Real Lives: Webinars in 2025

UA's two webinars translated specialist knowledge into practical strategies for families and adults navigating ADHD.

Strengthening Parent/Youth Relationships, featuring Dr Dan Shapiro and Breyll Frances, gave families practical tools to bridge the gap between understanding and action. Using Collaborative Problem Solving as a framework, the session centred empathy as the foundation of connection. Attendees identified their biggest challenges as device addiction (63%), executive function skills (54%), and youth motivation (41%). The session was made free for all through the generous support of the Tan Chin Tuan Foundation.

Join Unlocking ADHD's **FREE** webinar
STRENGTHENING RELATIONSHIPS BETWEEN PARENTS & TEENS/YOUNG ADULTS

"WILL WE EVER UNDERSTAND EACH OTHER?"

WHY DOES EVERY CONVERSATION TURN INTO A BATTLE?

WHAT IF THERE WAS A BETTER WAY?

Register today!

Thursday, March 27, 2025
8:00 - 9:30 PM SGT

Supported by: **MOCA**
Sponsored by: **TAN CHIN TUAN FOUNDATION**

Speakers
Dr Dan Shapiro
Developmental Behavioral Pediatrician
Breyll Frances
Parent Coach

Moderator
Moonlake Lee
Founder/Director of Unlocking ADHD

ADHD BURNOUT
Meltdowns, Crash Outs, and Quelling the Fire

Explore how ADHD traits like perfectionism and emotional intensity contribute to burnout

Understand the emotional and neurological roots of chronic stress

Learn practical tools for self-compassion, boundary-setting, and shame recovery

SCAN HERE

bit.ly/ADHDBurnout

Join our free webinar as we uncover how ADHD traits quietly fuel burnout

Speakers
Dr Nate Page
PhD, LP, CGP
Founder of Group Therapy Central
Serene Seng
Keynote Speaker and Executive Coach
Moonlake Lee
Founder of Unlocking ADHD

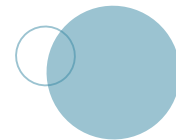
Details
8PM - 9:30PM
Zoom Meeting!
Thurs July 17, 2025

ADHD Burnout, featuring Dr Nate Page and Serene Seng, addressed an issue many ADHDers experience but rarely see named clearly. The session helped participants understand why burnout in ADHD requires more than rest, and offered language and strategies for recognising fatigue, overload, and recovery needs. Together, the two sessions drew more than 1,200 registrations and remain available on UA's YouTube channel.

On Stages, Screens, and Public Platforms



UA reached new audiences across Singapore and beyond. In March, Moonlake joined the O MY GREAT podcast for a two-part episode on ADHD, extending the conversation to Mandarin-speaking audiences and covering ADHD across the lifespan, diagnosis gaps, co-occurring conditions, and early support.



**提高对多动症的认知
助力成长，激发改变的驱动力**

非传统的成长经历与全球视野

Moonlake 在马来西亚、美国和加拿大接受了新闻、法律和商业的全球教育，塑造了她广阔的世界观和多学科专业知识。她的多元化背景使她在推动创新和影响力方面具有独特的优势。

倡导ADHD意识与支持

她的 ADHD 之旅——从女儿的诊断到她自己被诊断——点燃了她对心理健康倡导的热情。她创立了 Unlocking ADHD —— 一家慈善和社会服务机构。作为一个慈善机构，UnlockingADHD 旨在提高意识、提供教育，并在新加坡建立关键的支持系统。

个人成长与社会影响

作为一名不懈的学习者和变革者，Moonlake 将她的专业知识投入到社会影响中。通过 Unlocking ADHD 即将推出的辅导中心，她赋能 ADHD 患者，提供资源以提升社区福祉。

多元化的职业与创业精神

她的职业生涯横跨娱乐、法律、医疗保健和创业领域，多才多艺定义了她的成功。她敏锐的识别机会和推动增长的能力，继续推动着她的影响力驱动的事业。

**Raising Awareness on ADHD
A Catalyst Empowering Lives and Inspiring Change**

Unconventional Upbringing and Global Perspective

Moonlake's global education in journalism, law, and business across Malaysia, the US, and Canada has shaped her extensive worldview and multidisciplinary expertise. Her diverse background gives her a unique edge in driving innovation and impact.

The Unlocking ADHD Story

Her journey with ADHD—first through her daughter's diagnosis and later her own—ignited her passion for mental health advocacy. She founded Unlocking ADHD, a charity and social service agency, to raise awareness, provide education, and build critical support systems in Singapore.

Personal Growth and Social Impact

A relentless learner and changemaker, Moonlake channels her expertise into social impact. Through Unlocking ADHD's upcoming coaching center, she empowers individuals with ADHD to thrive, providing resources to uplift the community.

Versatile Career and Entrepreneurial Spirit

With a career spanning entertainment, law, healthcare, and entrepreneurship, Moonlake's versatility defines her success. Her sharp ability to identify opportunities and drive growth continues to fuel her impact-driven ventures.

Unlocking ADHD创始人兼董事
Founder and Director of Unlocking ADHD

MOONLAKE LEE

人生格言
发掘生活中的钻石

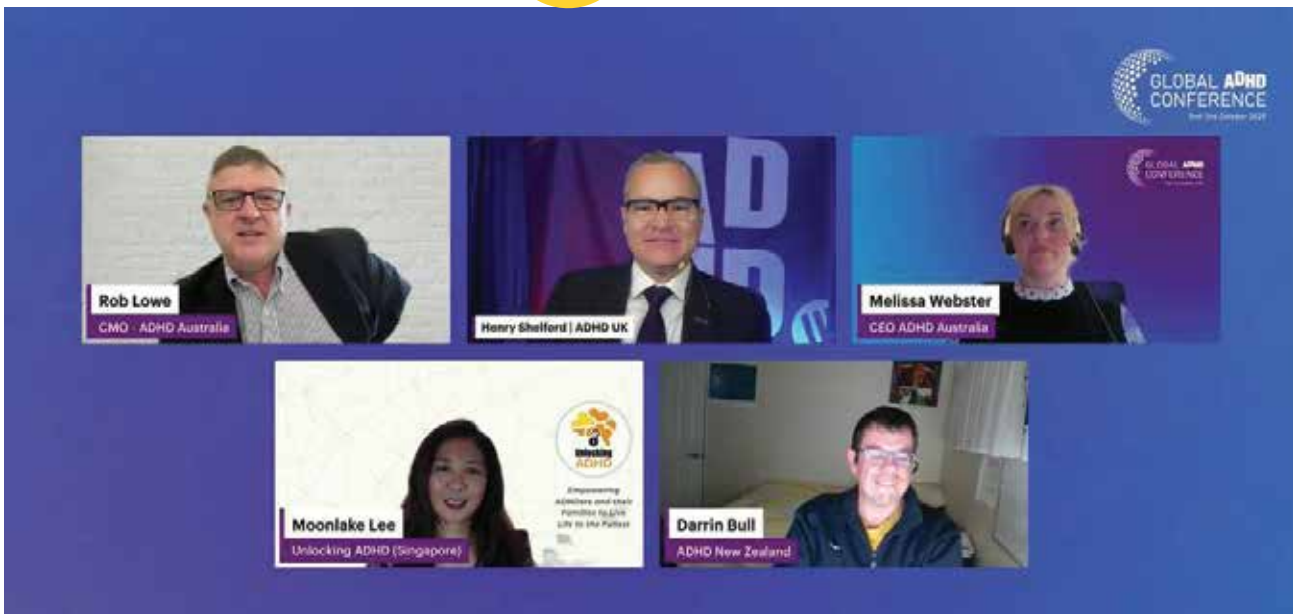
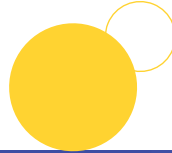
Life Motto
Uncovering Diamonds

10

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In October, Senior Counsellor Kenny Lim participated in the Human Library at the Everyone Matters Mental Health Festival organised by MOCA WBC, sharing his personal ADHD journey in an intimate format that encouraged questions and reduced stigma.





That same month, Moonlake represented Singapore's perspective at the Global ADHD Conference 2025, speaking about barriers from diagnosis to access.

In December, she brought ADHD-informed perspectives to the Hong Kong Dental Association, extending the conversation to a professional audience less commonly reached by neurodivergence advocacy.

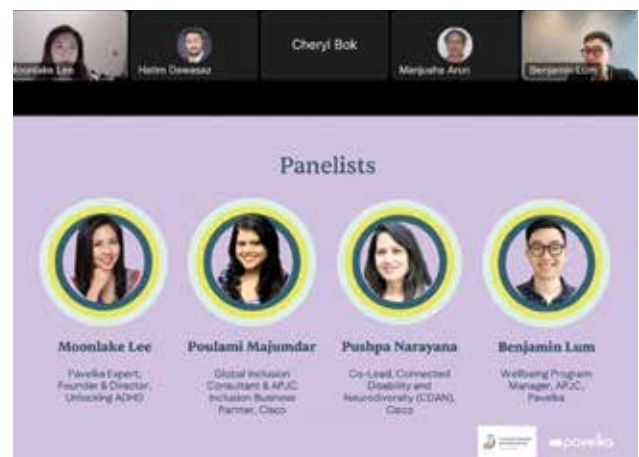
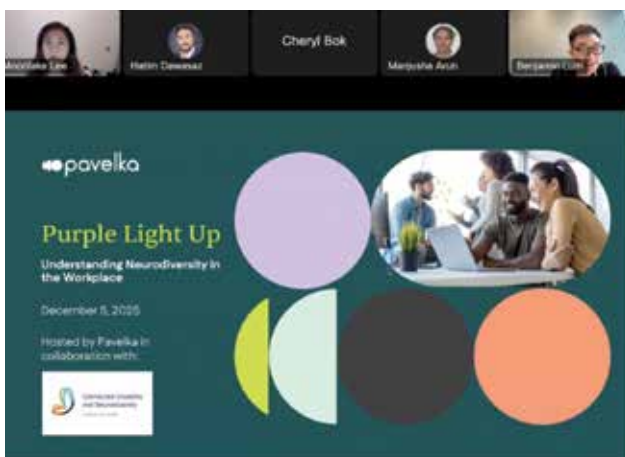


ADHD in the Workplace & Classroom

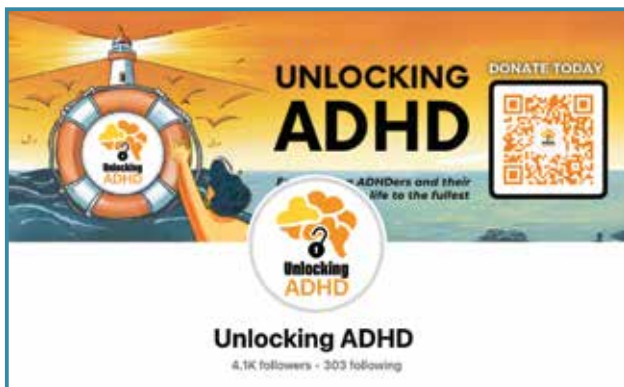
The conversation about ADHD reached more workplaces and schools in 2025. UA delivered sessions for organisations including Sephora and Clifford Chance, and continued bringing ADHD awareness into educational settings, helping institutions better understand, support, and include people with ADHD.



In December, Moonlake joined a panel organised by Pavelka in collaboration with Cisco's Connected Disability and Neurodiversity group. The session helped clarify the distinction between neurodiversity and neurodivergence, highlighted the gap between diagnosis and workplace support, and reinforced that neuroinclusion requires both structural commitment from employers and self-advocacy from individuals.



Community Connection in 2025



UA's online community continued to provide accessible peer connection, with the Facebook and Discord Groups reaching 5,600 members as at 31 December 2025.



UA also held 10 Community Hangouts across the year, which saw more than 200 attendees in total. These sessions created low-pressure, welcoming spaces where ADHDers, caregivers, and families could meet, share experiences, and build confidence in seeking support.





On 24 September, UA marked its 4th birthday through a Community Hangout. The value of the gathering was not only celebration, but continuity: a reminder that UA's community spaces help people stay connected beyond one-off events.



The year closed with a volunteer appreciation event supported by EagleWings Cinematics. It recognised the people whose time, skills, and care extend UA's reach beyond what staff capacity alone could achieve.

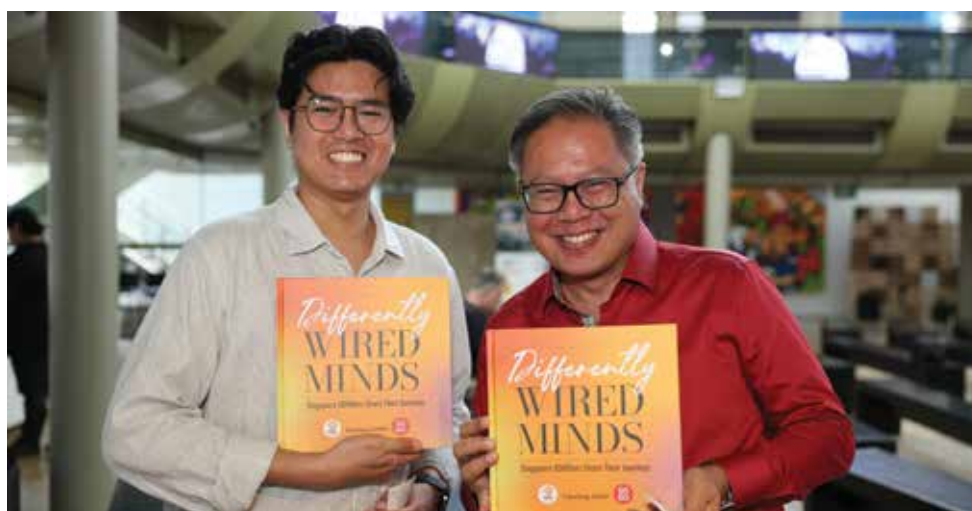
Celebrating Four Years, Many Faces: ADHD Awareness Month 2025

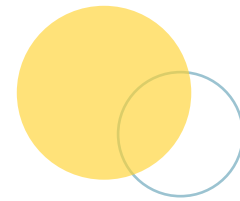
On 11 October 2025, UA marked ADHD Awareness Month and its 4th anniversary at The Glass Dome by PlayPan. More than 180 guests attended, including Guest-of-Honour Dr Syed Harun Alhabsyi, Senior Parliamentary Secretary for the Ministry of Education and Ministry of National Development, and Mayor Denise Phua. The event brought ADHDers, caregivers, educators, clinicians, and community partners together for the premiere of *Focus on Us*, the launch of *Differently Wired Minds*, and an introduction to the Unlocking ADHD-MINDSET Support Hub. Its impact was to connect storytelling, service access, and public awareness in one shared platform.



Scan to watch
highlight video

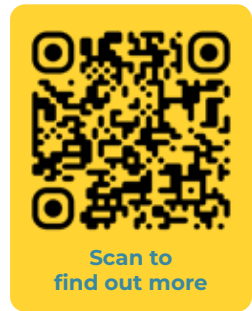
<https://www.youtube.com/watch?v=IQl63LP29cQ>





Differently Wired Minds: Lived Experience as Public Education

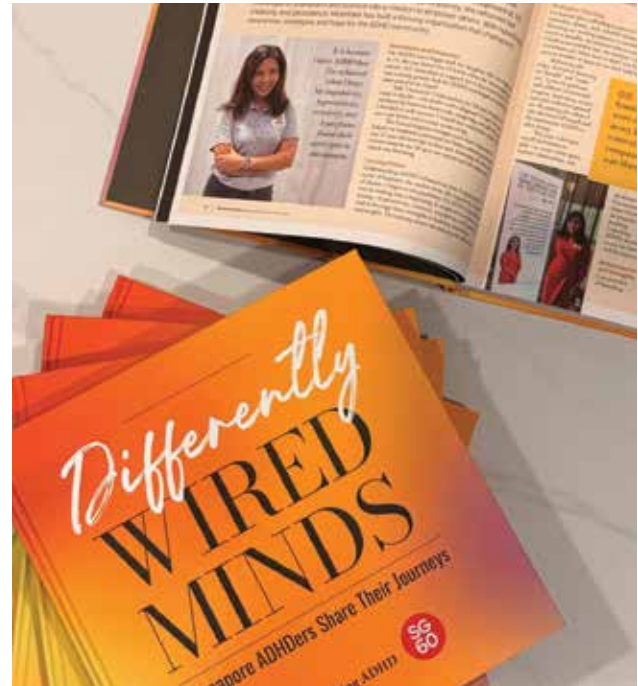
Differently Wired Minds is UA's first publication, a 180-page hardcover book featuring more than 60 Singapore ADHDers across different ages, industries, and backgrounds. Produced primarily by a volunteer editorial and layout team, the book was launched in conjunction with SG60 and the global ADHD theme, The Many Faces of ADHD.



<https://bit.ly/DifferentlyWiredMinds>

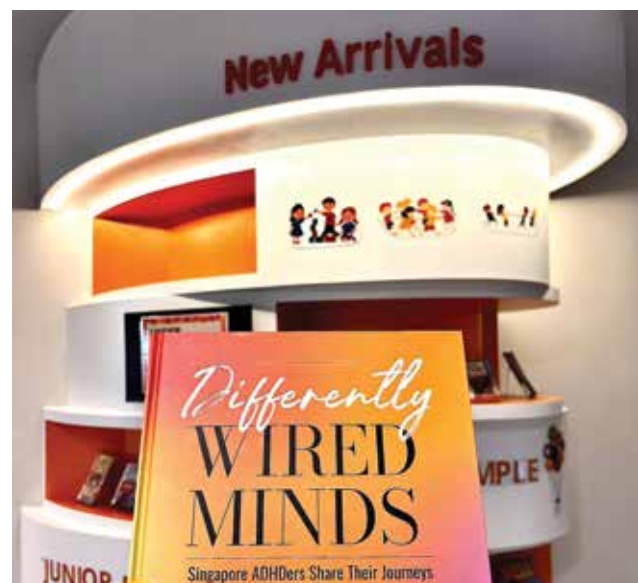


The book reframes ADHD through stories of resilience, creativity, and practical strategies for thriving. It also supports fundraising for UA's work as an IPC charity.



***Differently Wired Minds* offers the collective voice of the ADHD community in Singapore. By sharing struggles, strengths, and strategies, we hope to inspire greater empathy and understanding.**

**— Moonlake Lee,
Founder and Director of UA**



Since the launch, 35 copies have been distributed to public libraries across Singapore, widening access to ADHD stories for readers who may be seeking understanding, recognition, or support.

Focus on Us: Reframing ADHD Through Film

Focus on Us began as a creative project conceived by Tay Guan Hin, a globally awarded creative director and late-diagnosed ADHDer, during his time at BBDO Singapore. After three years in development due to resource constraints, the film came to life in 2025.



Scan to watch
Focus On Us

https://www.youtube.com/watch?v=bbRL45W_W1o



Directed by Shaun Yeo of Loco Motion, the film features an all-ADHD volunteer cast and was created by ADHDers. Rather than simply explaining ADHD, it reframes it through the strengths, perspectives, and lived experiences of the community.

The film premiered at UA's 4th anniversary and ADHD Awareness Month celebration on 11 October 2025. It was also screened on the large outdoor screen at Landmark of Good with support from PlayPan, helping bring ADHD awareness into a visible public setting.



Where Help Lives: The Unlocking ADHD-MINDSET Support Hub

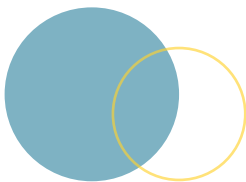
For years, families came to UA asking: “Where do we go from here?” In 2025, UA began building a more concrete answer.

With a landmark \$1 million pledge over three years from MINDSET Singapore, the charity arm of Jardine Matheson Group, UA launched the Unlocking ADHD-MINDSET Support Hub in August 2025. The Hub provides ADHD-informed counselling and support for individuals and families, with subsidised access intended to reduce cost as a barrier to care.

During its pilot phase to 31 December 2025, the Hub served 21 clients over 98 sessions. The impact of this pilot was not only the number of sessions delivered, but the creation of a structured pathway for help: intake, counselling, psychoeducation, family support, and future development towards hybrid care and school-based programmes.

The counselling team brings together professional expertise, specialised training in neurodivergence, and, in some cases, lived experience of ADHD. The Hub supports children from age 10, youths, adults, couples, and families, creating a more ADHD-informed space for clients to build strategies, self-understanding, and confidence.





Fuelling the Mission: Fundraising and Resource Mobilisation in 2025



In 2025, UA's fundraising work helped convert public support into direct service capacity, community outreach, and long-term sustainability.



UA was a highlighted beneficiary at Football With A Heart, part of Weekend With A Heart 2025 organised by Singapore Pools. The two-day event in August brought corporate teams, families, and youth together at the National Stadium, raising over \$1.2 million for local charities. UA's presence helped raise ADHD awareness, share resources, and connect directly with members of the public.





The MINDSET Challenge in November brought participants, Jardine Matheson companies, partners, volunteers, and community supporters together in support of the Unlocking ADHD-MINDSET Support Hub. The event raised \$188,000 for the Hub and strengthened a partnership that is helping UA build more accessible ADHD-informed services.

UA also ran three digital fundraising campaigns across the year. Together, these campaigns raised \$333,979.37, showing that community support comes in many forms, from sharing a campaign to making a donation.



Fundraising Governance

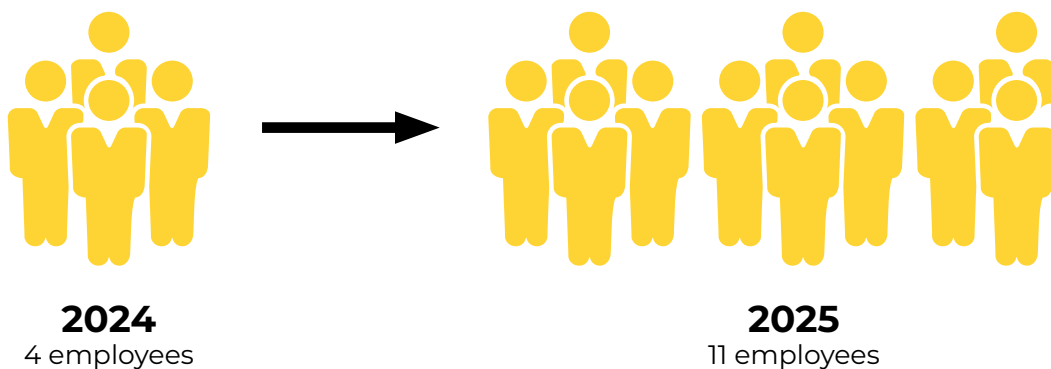
As an approved IPC, UA is committed to ensuring that donations and funds raised are used in furtherance of the charity's objectives. UA maintains processes for the receipt, recording, authorisation, and use of donations.

Tax deduction receipts are issued only for qualifying donations and are subject to internal authorisation and documentation procedures before issuance. UA also monitors fundraising and sponsorship expenses to ensure compliance with the applicable 30/70 fundraising rule, under which total fundraising and sponsorship expenses for the financial year must not exceed 30% of total gross receipts from fundraising and sponsorships.

Growing Our Team to Grow Our Impact

By the end of December 2025, UA had grown from 4 employees at the end of 2024 to 11. This strengthened organisational capacity to serve the ADHD community more effectively, not as an end in itself, but to increase access, improve follow-through, and sustain the quality of support provided to individuals and families.

Team Growth at a Glance



New Capacity Added in 2025:

Programmes and Counselling

Marketing Communications

Partnerships

Fundraising

Operations

This growth was intentional. New roles were added to address clear needs: direct support for individuals and families, public education and outreach, stakeholder engagement, fundraising, operations, and organisational sustainability.

A key milestone was the expansion of the Programme Team to include qualified counselling professionals. This changed UA's service capacity by enabling more direct one-to-one support for individuals and families navigating ADHD and related challenges.

UA also expanded marketing communications, partnerships, and fundraising capacity. These roles strengthened our ability to explain impact, engage donors and partners, increase public awareness, and secure resources needed to sustain and grow programmes.

As UA grows, we remain committed to building a values-driven and neurodiverse-inclusive workplace where employees are supported to contribute meaningfully to the mission.

Key Media Coverage

In 2025, ADHD found its way into more conversations in Singapore's mainstream media. From personal accounts of late diagnosis to the launch of the UA-MINDSET Support Hub, the coverage reflected a growing recognition of ADHD and the need for greater support.



The Straits Times

This is what ADHD looks like – from buying multiple earplugs to getting diagnosed because of your kids

25 October 2025

Timed to ADHD Awareness Month, Teo Kai Xiang published a feature drawing on contributors from *Differently Wired Minds* to show the many faces of ADHD in Singapore. The article profiled five individuals featured in the book:

Esmond Wee, a 44-year-old marketing professional and father of four navigating sensory overload within a family where ADHD is shared across generations; lawyer Wong Siew Hong, 63, who credits his ADHD-driven fixation on detail with saving a client's life on death row; Winnie Wong, 32, a life coach and kintsugi artist who found her footing after burnout and a career pivot; Tahirah Mohamed, 48, a mother of nine who was diagnosed only after two of her children were; and lawyer Ahmad Nizam Abbas, 58, whose school results swung between top marks and sleeping through classes he found unstimulating.

The feature also covered the UA Support Hub and the MINDSET partnership, with Moonlake quoted on what it means to see more conversations about ADHD support happening at schools and workplaces. Readers were directed to support UA by donating \$150 or more to receive a copy of *Differently Wired Minds*.



联合早报 (Lianhe Zaobao)

社服组织设专门服务站 为多动症患者提供咨询等服务



社会服务组织Unlocking ADHD将在荷兰道第46座租屋的现有办公室增设多动

社服组织设专门服务站 为多动症患者提供咨询等服务 (Social service organisation sets up dedicated service centre to provide counselling and other services for people with ADHD)

1 December 2025

UA's Support Hub was covered by Lianhe Zaobao following its soft launch, with the article reporting on the one-stop counselling and psychoeducation space at Holland Drive, the three-year \$1 million MINDSET grant, and plans to extend into school-based programmes. A beneficiary shared that his emotional state had improved significantly since engaging with UA's services and community.

Building What Comes Next in 2026

2025 gave UA stronger foundations for the next stage of work.

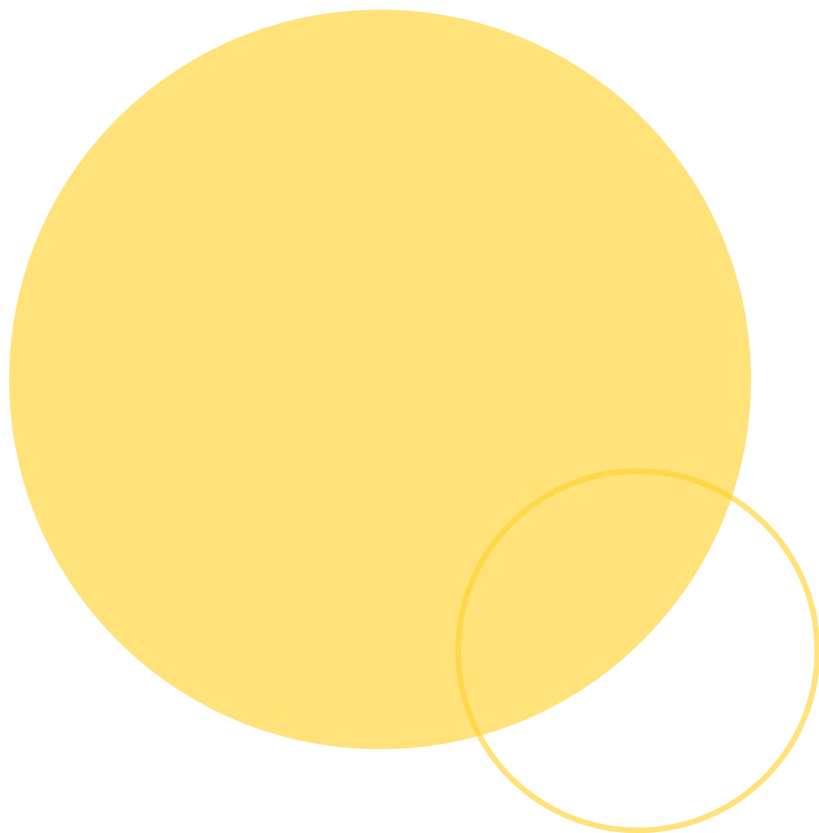
UA achieved IPC status, secured a landmark three-year grant from MINDSET, launched the Support Hub, piloted Executive Function coaching, expanded public education, and strengthened internal capacity. These developments matter because they move UA closer to a more complete support ecosystem: awareness, community, intervention, advocacy, and sustainable operations.

The priority in 2026 is to convert this foundation into deeper impact.

The Support Hub will move from soft launch to fuller operation, with a target of more than 100 beneficiaries served through ADHD-informed counselling. Executive Function coaching will be developed further in response to a significant and underserved need.

Across programmes and services, UA will focus on reaching more of the ADHD community with support that is accessible, affordable, and genuinely ADHD-informed, while continuing to strengthen governance, staff capacity, and donor accountability.

To our donors, volunteers, partners, and community: thank you for helping UA build the groundwork. The next step is to turn that groundwork into sustained and measurable support for more individuals and families.



With Appreciation

Unlocking ADHD is deeply grateful to all donors, partners, volunteers, and supporters who contributed to our work in 2025. Every contribution, whether large or small, helped strengthen our ability to support ADHDers and their families.

We extend special appreciation to major donors and partners whose contributions have provided significant support for UA's programmes, resources, community support, and ADHD-informed services.

We also thank all other donors and partners whose contributions, in every amount, made our work possible in 2025.

To our Board Members — thank you for giving your time, expertise, and resources to this work.

Join Us

As an Institution of a Public Character, qualifying donations to Unlocking ADHD Ltd are eligible for 2.5 times tax deduction, subject to applicable conditions. Tax-deductible receipts are issued for qualifying donations in accordance with prevailing regulatory requirements.

If you believe every ADHDer deserves the chance to thrive, we invite you to be part of this future.

unlockingadhd.org.sg



Scan to Donate

UNLOCKING ADHD LTD.

Statement of Financial Activities

For the financial year ended 31 December 2025

		Unrestricted Funds	Restricted Funds						Total Unrestricted and Restricted Funds
		General Fund	Circle of Resilience Programme	Maybank Momentum Grant	Tan Chin Tuan Foundation	Ngee Ann Kongsi	NCSS Fund	MINDSET Care Limited	
2025	Note	\$	\$	\$	\$	\$	\$	\$	\$
INCOME									
Income from generating funds									
Voluntary income									
Donations	5	522,174	-	-	10,000	5,000	100,000	137,300	774,474
Grants Income	5	231,390	-	-	-	-	-	-	231,390
		753,564	-	-	10,000	5,000	100,000	137,300	1,005,864
Income from charitable activities									
Seminars and conferences	5	12,000	-	-	-	-	-	-	12,000
Counselling fees	5	11,420	-	-	-	-	-	-	11,420
Programme service fees	5	4,834	-	-	-	-	-	-	4,834
Workshop fees	5	3,420	-	-	-	-	-	-	3,420
EF coaching fees	5	1,620	-	-	-	-	-	-	1,620
		33,294	-	-	-	-	-	-	33,294
Other income									
Corporate Income Tax (CIT) Rebate		2,000	-	-	-	-	-	-	2,000
Cash Grant									
CPF Transition Offset		272	-	-	-	-	-	-	272
Senior Employment Credit		36	-	-	-	-	-	-	36
Interest income		17	-	-	-	-	-	-	17
Sundry income		171	-	-	-	-	-	-	171
		2,496	-	-	-	-	-	-	2,496
Total Income		789,354	-	-	10,000	5,000	100,000	137,300	1,041,654

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

		Unrestricted Funds	Restricted Funds						Total Unrestricted and Restricted Funds
		General Fund	Circle of Resilience Programme	Maybank Momentum Grant	Tan Chin Tuan Foundation	Ngee Ann Kongsi	NCSS Fund	MINDSET Care Limited	
2025	Note	\$	\$	\$	\$	\$	\$	\$	\$

EXPENDITURE

Cost of charitable activities

Fundraising costs	13	19,623	-	-	-	-	-	-	19,623
Staff costs	6	3,977	-	-	-	-	6,332	71,876	82,185
Counselling costs		-	-	-	8,600	-	-	-	8,600
EF coaching costs		-	-	-	-	-	1,400	-	1,400
Programme costs		4,696	-	-	-	-	-	-	4,696
Special events costs		47,338	-	-	-	-	-	-	47,338
Workshop costs		636	-	-	-	-	-	-	636
		76,270	-	-	8,600	-	7,732	71,876	164,478

Governance and other administrative costs

Accounting fee		15,885	-	-	-	-	-	-	15,885
Advertisement		589	-	-	-	-	-	-	589
Audit fee		6,321	-	-	-	-	-	-	6,321
Bank charges		311	-	-	-	-	-	-	311
Books and reference items		103	-	-	-	-	-	-	103
Branding and marketing		6,180	-	-	-	-	-	-	6,180
Depreciation		5,385	-	-	-	-	-	-	5,385
Donation expense		-	-	20,000	-	-	-	-	20,000
Entertainment		752	-	-	-	-	-	-	752
General expenses		1,015	-	-	-	-	-	-	1,015
Gift and donation		20	-	-	-	-	-	-	20
		36,561	-	20,000	-	-	-	-	56,561

		Unrestricted Funds	Restricted Funds						Total Unrestricted and Restricted Funds
		General Fund	Circle of Resilience Programme	Maybank Momentum Grant	Tan Chin Tuan Foundation	Ngee Ann Kongsı	NCSS Fund	MINDSET Care Limited	
2025	Note	\$	\$	\$	\$	\$	\$	\$	\$

EXPENDITURE (CONTINUED)

Governance and other administrative costs (Continued)

Governance expenses		5,941	-	-	-	-	-	-	5,941
Insurance		2,863	-	-	-	-	-	-	2,863
IT hardware and software		12,582	-	-	-	-	-	-	12,582
Membership and subscription fee		1,982	-	-	-	-	-	-	1,982
Office expenses		2,708	-	-	-	-	-	-	2,708
Postage and delivery		134	-	-	-	-	-	-	134
Printing and stationery		381	-	-	-	-	-	-	381
Rental		105,468	-	-	-	-	-	-	105,468
Repair and maintenance		3,079	-	-	-	-	-	-	3,079
Small value asset		1,496	-	-	-	-	-	-	1,496
Staff costs	6	447,672	-	-	-	5,587	5,579	-	458,838
Telephone and internet		4,197	-	-	-	-	-	-	4,197
Transport		2,270	-	-	-	-	-	-	2,270
Utilities		1,376	-	-	-	-	-	-	1,376
		592,149	-	-	-	5,587	5,579	-	603,315
Total expenditure		704,980	-	20,000	8,600	5,587	13,311	71,876	824,354
Net surplus/(deficit)		84,374	-	(20,000)	1,400	(587)	86,689	65,424	217,300

		Unrestricted Funds	Restricted Funds			Total Unrestricted and Restricted Funds
		General Fund	Circle of Resilience Programme	Maybank Momentum Grant	Tan Chin Tuan Foundation	
2024	Note	\$	\$	\$	\$	\$

INCOME

Income from generating funds

Voluntary income						
Donations	5	166,265	-	-	10,000	176,265
Grants Income	5	256,163	-	-	-	256,163
		422,428	-	-	10,000	432,428

Income from charitable activities

Seminars and conferences	5	34,917	-	-	-	34,917
Programme service fees	5	12,202	-	-	-	12,202
Workshop fees	5	1,500	-	-	-	1,500
		48,619	-	-	-	48,619

Other income

Wage Credit Scheme		23,840	-	-	-	23,840
Sundry income		2,099	-	-	-	2,099
Enabling Employment Credit		800	-	-	-	800
CPF Transition Offset		192	-	-	-	192
Senior Employment Credit		34	-	-	-	34
Interest income		6	-	-	-	6
		26,971	-	-	-	26,971

Total Income		498,018	-	-	10,000	508,018
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EXPENDITURE

Cost of charitable activities

Fundraising costs	13	2,295	-	-	-	2,295
Staff costs	6	88,901	-	-	-	88,901
Programme costs		8,476	318	-	-	8,794
Special events costs		26,325	-	-	-	26,325
Workshop costs		109	-	-	-	109
		126,106	318	-	-	126,424

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

		Unrestricted Funds	Restricted Funds			Total Unrestricted and Restricted Funds
		General Fund	Circle of Resilience Programme	Maybank Momentum Grant	Tan Chin Tuan Foundation	
2024	Note	\$	\$	\$	\$	\$

EXPENDITURE (CONTINUED)

Governance and other administrative costs

Accounting fee		9,785	-	-	-	9,785
Audit fee		7,740	-	-	-	7,740
Bank charges		377	-	-	-	377
Books and reference items		474	-	-	-	474
Branding and marketing		2,162	-	-	-	2,162
Depreciation		5,690	-	-	-	5,690
Donation expense		-	-	20,000	-	20,000
Entertainment		440	-	-	-	440
General expenses		369	-	-	-	369
Gift and donation		100	-	-	-	100
Governance expenses		1,773	-	-	-	1,773
Insurance		363	-	-	-	363
Intern allowances		1,486	-	-	-	1,486
IT hardware and software		4,448	-	-	-	4,448
Membership and subscription fee		600	-	-	-	600
Postage and delivery		55	-	-	-	55
Printing and stationery		2,156	-	-	-	2,156
Professional fees		800	-	-	-	800
Rental		105,468	-	-	-	105,468
Repair and maintenance		2,880	-	-	-	2,880
Small value asset		90	-	-	-	90
Staff costs	6	232,110	214	-	-	232,324
Telephone and internet		2,502	-	-	-	2,502
Transport		2,688	99	-	-	2,787
Utilities		1,833	-	-	-	1,833
Volunteer cost		300	-	-	-	300
		386,689	313	20,000	-	407,002
Total expenditure		512,795	631	20,000	-	533,426
Net (expenditure)/income		(14,777)	(631)	(20,000)	10,000	(25,408)

UNLOCKING ADHD LTD.

Statement of Financial Position

As at 31 December 2025

	Note	2025	2024
		\$	\$
ASSETS			
Non-current assets			
Intangible assets	7	21,364	-
Property, plant and equipment	8	12,435	9,150
		33,799	9,150
Current assets			
Other receivables	9	70,578	74,336
Cash and cash equivalents	10	600,645	344,191
		671,223	418,527
Total assets		705,022	427,677
LIABILITIES			
Current liabilities			
Other payables	11	79,895	19,850
Total liabilities	-	79,895	19,850
Net assets	-	625,127	407,827
FUNDS			
Unrestricted fund			
General fund	-	502,832	418,458
Restricted fund			
Circle of Resilience Programme	-	(631)	(631)
Maybank Momentum Grant	-	(40,000)	(20,000)
Tan Chin Tuan Foundation	-	11,400	10,000
Ngee Ann Kongsi	-	(587)	-
NCSS Fund	-	86,689	-
MINDSET Care Limited	-	65,424	-
		122,295	(10,631)
Total Funds		625,127	407,827

UNLOCKING ADHD LTD.

Statement of Changes in Funds

As at 31 December 2025

	At 1 January	Net surplus/ (deficit)	At 31 December
	\$	\$	\$

2025

Unrestricted fund

General fund	418,458	84,374	502,832
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Restricted fund

Circle of Resilience Programme	(631)	-	(631)
Maybank Momentum Grant	(20,000)	(20,000)	(40,000)
Tan Chin Tuan Foundation	10,000	1,400	11,400
Ngee Ann Kongsi	-	(587)	(587)
NCSS Fund	-	86,689	86,689
MINDSET Care Limited	-	65,424	65,424
	(10,631)	132,926	122,295
Total funds	407,827	217,300	625,127

2024

Unrestricted fund

General fund	433,235	(14,777)	418,458
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Restricted fund

Circle of Resilience Programme	-	(631)	(631)
Maybank Momentum Grant	-	(20,000)	(20,000)
Tan Chin Tuan Foundation	-	10,000	10,000
		(10,631)	(10,631)
Total funds	433,235	(25,408)	407,827

UNLOCKING ADHD LTD.

Statement of Cash Flows

For the financial year ended 31 December 2025

	2025	2024
	\$	\$
Cash flows from operating activities		
Net surplus/(deficit)	217,300	(25,408)
Adjustments for:		
Depreciation of property, plant and equipment	5,385	5,690
Interest income	(17)	(6)
	222,668	(19,724)
Change in working capital:		
Other receivables	3,758	202,612
Other payables	60,045	(9,220)
Net cash generated from operating activities	286,471	173,668
Cash flows from investing activities		
Acquisition of property, plant and equipment	(8,670)	-
Acquisition of intangible assets	(21,364)	-
Interest received	17	6
Net cash (used in)/generated from investing activities	(30,017)	6
Net increase in cash and cash equivalents	256,454	173,674
Cash and cash equivalents at 1 January	344,191	170,517
Cash and cash equivalents at 31 December	600,645	344,191

2025 Governance Evaluation Checklist

SN	Code Guidelines	Code ID	Response	Explanation
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	-
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	-
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	-
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge."	1.4	Yes	-
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	-
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	-
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	-
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	-
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	-

SN	Code Guidelines	Code ID	Response	Explanation
	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).			
	For Treasurer (or equivalent position) only:			
10	a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	-
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	-
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	-
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	-

SN	Code Guidelines	Code ID	Response	Explanation
	For Treasurer (or equivalent position) only:			
14	d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.	2.9d	Yes	-
	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.			

Principle 3: The charity acts responsibly, fairly and with integrity.

15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	-
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	-
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	-
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	-
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	-
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	Due to current development stage and resource constraints, the Board will review the feasibility of a structured ESG plan at a later stage.

Principle 4: The charity is well-managed and plans for the future.

	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.			
21	a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	-
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	-

SN	Code Guidelines	Code ID	Response	Explanation
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	-
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	No	There is no formal process to identify and regularly monitor and review the charity's key risks. However, as the Board is actively engaged in the management of the charity, when the board becomes aware of risks affecting the charity, it will take immediate steps to mitigate those risks.
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	-
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	-
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	-

Principle 5: The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	-
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	-
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	-

SN	Code Guidelines	Code ID	Response	Explanation
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	-
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	-
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	-
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	-
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	-

Principle 6: The charity communicates actively to instil public confidence.

36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	-
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	-
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	-

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