

TRC MULTI-PURPOSE CO-OPERATIVE SOCIETY LTD.
ANNUAL REPORT FOR FY 2025

1. FINANCIAL PERFORMANCE

1.1 INCOME AND EXPENDITURE FOR FINANCIAL YEAR 2025 (FY2025).

	FY2025	FY2024	REMARKS
	S\$	S\$	
REVENUE:	155,553	102,314	Increase in Revenue due to write-back of provisions made for interest payable to members in 2023 and 2024; and a CCF Development Grant received.
EXPENDITURE:	35,953	79,967	No provisions made for any dividends or interest payable to members; owing to the need to increase Society's Capital Adequacy Ratio to 10%.
SURPLUS BEFORE TAX	119,600	22,347	

1.2 SUMMARY OF OUR FINANCIAL POSITION:

1.2.1 The key financial information is summarised below:

	FY 2025	FY2024
	S\$	S\$
Institutional Capital	238,037	118,437
Net Assets	2,413,270	2,460,873
CAR (minimum 10%)	9.86%	4.81%
MLA (minimum 15%)	83.21%	81.20%

1.2.2 Details of the Financial performance are in the Audited Financial Statements; which should be read along with this management report for a fuller picture.

1.3 VALUATION OF INVESTMENT IN "INCOME INSURANCE" SHARES.

1.3.1 The Society has plans to dispose of the Income Insurance Shares. This has been made possible by the most recent announcements by the management of Income Insurance Ltd. and Phillips Securities Pte Ltd. Members are encouraged to visit the Poems website (<https://www.poems.com.sg/income-shares/>) for more information on this subject. We have an agreement with one of our members, to purchase all of our shares for a cash consideration of \$25.60 per share. The agreement is subject to approval of members and the prevailing market information on 30.06.2026.

1.3.2 The sole purpose of wanting to dispose-off the shares is to achieve a capital adequacy ratio of more than 10%; as the current basis of calculation of CAR, does not consider the difference between the cost at which we had bought the shares (\$129,190) and the market price (which is not clear at present) of the shares as institutional capital.

1.3.3 For an informed opinion on this subject, members are urged to visit the aforementioned website. Informatively, the net tangible asset per share as at 31.12.2025 (based on the annual report of Income Insurance Ltd.) was \$32.66. We look forward to members' input in dealing with this important matter at the forthcoming AGM of the Society on 30.06.2026.

1.4 CAPITAL ADEQUACY RATIO ("CAR").

1.4.1 The required minimum CAR set by the Registry of Co-operative Societies is 10%. CAR indicates the minimum institutional capital a credit co-operative should have; to tide over anticipated impairments in loans or investment portfolios. The society's CAR at the end of FY2025 was 9.86%. Our CAR would rise above 10%, as and when we liquidate the shares we hold in Income Insurance Ltd.

1.4.2 As at end of FY2025, our provision for impairment of loan assets stood at S\$541,299. This provision reduces our institutional capital and lowers our CAR. Our loan recovery efforts continued in FY2026. We have signed an agreement with a law firm of a former committee member; who has agreed to provide a pro-bono arrangement, to take legal action against the debtors and their guarantors who wilfully dodge our loan recovery efforts.

1.4.3 We are managing the society with financial prudence; and with careful cost control.

1.4.4 At the last AGM, we reported that we would continue to work towards re-starting our unsecured loans in FY2025. However, this did not materialise. In FY2025, RCS sponsored a "Special Audit" on the Society in March 2025; and the findings were not entirely satisfactory. Special Audits are conducted once in few years, where an external auditor is appointed by the MCCY, to review the Regulatory Compliance, Internal Controls and Governance in a Credit-Coop.

1.4.5 Members are encouraged to attend the AGM, where we will run-through the findings by the Special Audit team (Ernst & Young Advisory Pte. Ltd.); our responses; and the actions we have taken since the draft report of the findings was issued to us.

1.4.6 Notwithstanding the Special Audit's findings, we wish to assure members that the report did not question the integrity or propriety of any COM member in the performance of their respective duties.

1.5 MINIMUM LIQUID ASSETS RATIO (“MLA”).

1.5.1 Liquid Assets refers to cash at bank and cash equivalents. Co-operative Societies must maintain a minimum MLA of 15%. Our MLA at the end of FY 2025 was 83.21%. At the end of FY2025 the Society had S\$1,293,512 in fixed deposits at the prevailing bank interest rates.

1.6 RESTRICTED INVESTMENTS.

1.6.1 The applicable Restricted Investment (RI) limit set by the Registry of Co-operative Societies (“RCS”) is 10%. The Society does not have any Restricted Investments.

1.7 OTHER FINANCIAL MATTERS

1.7.1 Under the written direction that was issued to the Society, by the Registry of Co-operative Societies in May 2017, the society:

- a) Shall not receive any new deposits from members.
- b) Shall not grant any unsecured loans without the approval from the Registrar.
- c) No restrictions on secured loans.

2. BOARD OF DIRECTORS AND STAFF DURING THE REPORTING PERIOD

2.1 The Directors of the Society in office at 31.12.2025 (and staff) were as follows:

BOARD MEMBERS	APPOINTMENT
1. R. KALAICHELVAN	CHAIRPERSON
2. V RAJARAHM	SECRETARY
3. K J KALIYAPERUMAL	TREASURER & CFO
4. N MUTHUKUMAR	ASSISTANT SECRETARY
5. V SATHIYAMOORTHY	ASSISTANT TREASURER
6. S S MANOHARAN.	AUDIT COM. CHAIRMAN
7. SENTHIL SAMBANDAM	INFOTECH COMMITTEE
8. P SHANMUGAM	AUDIT COM
9. S. NITHYANANTHAM	AUDIT COM.
10. P. ALAGARSAMY	COM MEMBER
11. RAMANUJARAJA SEKAR	COM MEMBER
12. M MANOHARAN	COM MEMBER
13. V. PANDIYAN	TRC REPRESENTATIVE
14. MOHD BILAL MEERAN	TRC REPRESENTATIVE
OTHER APPOINTMENTS	
1. M P ELANGO VAN	CEO:
2. K R MANICKAVASAGAM	LEGAL ADVISER

3. BOARD MEETINGS.

3.1 The requirement is for the Society to have at least one quarterly meeting a year during the Financial Year. In FY 2025, the Society held 4 formal Board Meetings.

4. ADMINISTRATION.

4.1 4 new members joined us during the year and there were 6 resignations. At the end of FY2025, the Society's membership stood at 2,614.

4.2 As on 31.12.2025, Our Society is an affiliate of another Co-operative Society, Singapore Amalgamated Services Cooperative Organisation Limited ("SASCO"). SASCO successfully operates Home and Activity Centres for Senior Citizens, Childcare Centres, and an International Learning Institute for Workforce training. After years of effort to re-join our Umbrella body SNCF, we have been warmly welcomed into SNCF, who has been supportive of our Co-op.

5. GOING FORWARD

5.1 During the last AGM, members have voted for a vastly amended set new By-Laws. The new By-Laws would help us to strengthen our Community Outreach, our Administration, and our membership growth.

5.2 During the FY 2025, we have noteworthy progress in improving the financial position of the Society. The "Board of Directors (BOD)" is committed to continue functioning as a Thrift-and-Loan Society.

5.3 The future of the Society is in the hands of members. We seek the support of members with outstanding loans to make payments; and not burden the Society with legal action, which would also add to the loan amount and weaker credit rating; when legal action is reported to credit bureaus.

5.4 We also appeal to those who have taken loans from the Society to co-operate with the COM to settle long outstanding debts. Defaulters can expect to face legal action and registration of the loan defaults with the credit agencies.



R. Kalaichelvan
Chairperson

For and on behalf of the Management Committee. 15.06.2026