



2025

FROM THE CLASSROOM TO THE BOARDROOM.

Annual Report 2025

CEO INTRODUCTION

A defining year.

2025 was the year in which Young Founders School moved decisively from a founder-led initiative to an internationally structured charity. We strengthened governance, hired across leadership, deepened our delivery in Hong Kong, India and the Philippines, and embedded AI at the core of every programme.

We were privileged to establish a formal grantee relationship with The Hong Kong Jockey Club Charities Trust, and to be selected as a Sony Social Justice Fund grantee for our work with underserved students in Northern India.

We close the year with 91% of our 2026 revenue goal already secured, a re-architected board, and an Annual Operating Plan that pushes us towards 50,000 students in courses and 1,500 internships in 2026.

My thanks to our team, our mentors, our partners and the donors who continue to believe that a young person's future should be defined by their potential, not their circumstances.

Chris Geary

Chief Executive Officer



Eight years in, the mission is clearer than ever.

We started YFS to ensure that young people are not the product of their circumstances, but the architects of their futures. In 2025 we honoured that promise on a scale we had not reached before. We delivered programmes to thousands more students across Hong Kong, India, the Philippines and beyond. We placed more interns into real working environments than in any prior year. We rebuilt our board to provide stronger governance and broader local presence.

AI has changed our delivery model. We are now able to offer richer, more personalised learning experiences at a fraction of the cost. Our team has worked tirelessly to keep YFS small, fast, and useful. We have not stopped at making courses accessible. We are building the bridge into real opportunity.

Billy Naveed

Founder & Chairman



OUR MISSION

To make entrepreneurship education and internship experiences accessible to secondary school students globally.

We empower students to be the architects of their futures, not the product of their circumstances. Through AI-enabled entrepreneurship education, mentorship and real-world internships, we deliver a pathway from the classroom to the boardroom.

Three pillars. One pathway.

01

Applied AI Courses

Building Blocks of transferable skills, plus a Volatile Layer of AI-augmented roles. Students learn to wield AI as a superpower, not fear it.

02

Real-world Experience

Bootcamps, the Speedrunning sprint cycle, and 4 to 8 week virtual internships with mentors from leading companies. Knowledge meets practice.

03

Mentor Cloud

A global community of mentors, advisors and corporate partners who guide, sponsor and ultimately employ the next generation of founders.

A team built for scale.

Our leadership across executive, programmes, partnerships, technology and finance.

Billy Naveed

Founder & Chairman, Global
Governance Board

Chris Geary

Chief Executive Officer

Sudhanshu R Dev

Executive Director, Partnerships &
Operations

Heera Basnet

Head of Programmes & Courses

Theresa Lee

JC & HK Intern Programme
Director

Jenny Kam

Head of Finance

Abhijith Udayakumar

Head of AI & Technology

Pratik Jha

Head of Operations

Continued overleaf: New leadership joined YFS in 2025.

Building the team to scale.

Through 2025 we welcomed six new team members across India, Singapore and Hong Kong, completing the senior structure needed for our 2026 plan.

Abhijith Udayakumar

Head of AI & Technology

India

Pratik Jha

Head of Operations

India

Urvi Jain

Head of Philanthropic Relations

Singapore

Emmy Yip

JC Project Manager

Hong Kong

Komolika Biswas

Junior Programme Associate

India

Garvit Grover

Sales Development Representative

India

A new board structure for a global mission.

In late 2025 the YFS board agreed to dissolve the single global advisory board and replace it with a bifurcated structure, designed to align governance with our country-level delivery and fundraising.

Country & City Boards

- Focused on fundraising, corporate partnerships and educational partners
- Active in Hong Kong, Singapore, India, the Philippines and Indonesia
- Neil Patwardhan confirmed as Singapore Board Chair
- Rob Lin confirmed as Hong Kong Board Chair
- All board members expected to give personally and provide qualified introductions

Global Governance Board

- Legal, financial and oversight responsibilities
- Comprises Country Board Chairs and YFS Directors
- Provides multi-jurisdictional governance for HK and Singapore entities
- Sets policy on grant-making, investments and compliance
- Reports formally to donors and statutory authorities

From the classroom to the boardroom.

Explore — Immerse — Aspire.

EXPLORE

Ideation / Speedrunning

Understand core entrepreneurship and the AI-augmented economy.
Generate, sprint and pitch an idea.

IMMERSE

Bootcamp

Build a business proposal as a team. Apply 21st century skills under real pressure with mentor input.

ASPIRE

Internship

4 to 8 week virtual placements with real companies. Mentor-led.
Portfolio and certificate awarded.

KEY HIGHLIGHTS

Eight years. Real momentum.

Cumulative reach since inception in 2018.

35K

**Lifetime students
reached**

800

Mentors engaged

400

Host companies

10

Countries reached

What 2025 delivered.

Delivery scaled significantly across courses, internships and country-level partnerships with over 26,000 underprivileged students reached internationally.

1,000

Interns secured in 2025

538

Hong Kong internships

200

Girls interned funded by Sony Social Justice Fund

11,000

Students reached in Nigeria

922

Students in ITE in Singapore

92%

Mentor satisfaction with student matching

Beyond the numbers, the change in students.

21st Century Skills

95% grew in confidence to pitch their ideas

96% improved their problem solving skills

92% gained an entrepreneurial mindset

Wellbeing

95% improved feeling about self esteem

100% greater comfort with the idea of coping with failure

96% increased comfort working as part of a team

Career Readiness

70% feel better informed about future study pathways

84% feel confident in their professional network

90% discovered greater possibilities for their future

AI for the entrepreneurship generation.

In 2025 we re-architected YFS as an AI-native organisation. Course production costs are down approximately 90%. Internship support costs are down by 50% thanks to our AI feedback analyser and safeguarding automations. Our delivery cost is now decoupled from impact.

Speedrunning

AI-guided ideation sprints with smart coaching and rapid MVP prototyping.

Mentor Cloud

Multi-agent workflows safeguard every student and ensure quality at scale.

Bootcamp AI Tool

LLM assistant for financial planning, go-to-market strategy and pitch practice.

AI Workskills

Personalised micro-modules across 10 transferable skill blocks.



A global organisation, delivering locally.

Operating across 6 active markets in 2025 with localised content, partners and oversight.

- | | | | | | | | | | |
|----|-----------|----|-----------|----|-------|----|---------|----|----------|
| 01 | Hong Kong | 02 | Singapore | 03 | India | 04 | Nigeria | 05 | Pakistan |
| 06 | Sri Lanka | | | | | | | | |

2025 expansion focus

Scaled Nigerian partner network to 11,000 students. Activated growth of Hong Kong delivery through the new YUP@JC partnership with HKJC. Strengthened Indian delivery through Sony Social Justice Fund grant and impact partnerships with 5 local NPOs.



MAJOR PARTNERSHIP

YUP@JC — Hong Kong Jockey Club.

In 2025 YFS became a grantee of The Hong Kong Jockey Club Charities Trust under the YUP@JC programme. Our commitment is to deliver internships for 7,300 Hong Kong government school students between now and 2030, delivered in partnership with the Hong Kong Productivity Council.

538

Hong Kong internships delivered in 2025

7,300

Programme commitment by 2030

100%

HK government school student cohort

Sony Social Justice Fund.

YFS was selected as a Sony Social Justice Fund grantee in 2025. The 2025 grant funded internships for 200 girls from underprivileged communities across India and South East Asia, delivered in partnership with local NGOs in each market.

200

Girls placed in internships in 2025

100%

Underprivileged communities served

**India +
SEA**

Cross-regional delivery footprint



Preparing for 2026

Through Q4 2025 we built the operating plan that will guide YFS through 2026, with an AI-first culture, a tightened KPI framework and a re-sequenced technology roadmap.

AI-Native Delivery

Speedrunning, and AI Bootcamp. Mentor voice agents capture real-world insight back into course content.

Mentor Onboarding Automation

Priority technology build for late 2025: intake, screening, training, availability and matching automation, supporting corporate cohorts and the individual mentor pool.

Donor Pipeline

Build a USD 1M weighted donor pipeline by Q1 2026, with multi-year commitments forming the majority of 2026 revenue.

Geographic Expansion

Three-year non-profit status in India by mid-2026, Indonesian pilot, and an activated partner network in the Philippines.

Where 2025 takes us next.

50,000

Student courses

1,500

Student internships

\$150K

Internship and partner revenue

91% of our 2026 revenue goal already secured by 31 December 2025.

Built on multi-year commitments from institutional partners and corporate sponsors, positioning YFS for the strongest year in its history.

2025 actual against budget.

All figures in USD. 2026 budget shown for context.

Income	2025 Actual	2025 Budget	2026 Budget
Revenue	44,210	108,974	154,000
Donations	352,613	323,842	616,102
Jockey Club	34,383	—	—
Total Income	431,206	432,817	770,102
Programme Sponsorships	71,347	55,000	121,000
Total Income post Sponsorships	359,859	377,817	649,102
Expenditure			
Salaries	104,041	141,406	246,575
Consultancy Services	102,495	93,011	122,978
Travel Costs	28,336	17,800	12,000
Event Costs	72,822	82,819	70,102
Operating Expenses	51,685	12,000	10,105
Total Costs	359,379	347,035	461,761
Balance	480	30,782	187,341
Year-end Bank	250,629	285,522	431,970

What this means

- Total income held steady at USD 431K, broadly in line with budget despite shifting timing of major grants and donations.
- Establishing the Hong Kong Jockey Club relationship added a new dedicated income stream of USD 34K, with the wider grant continuing through 2026.
- Programme sponsorships exceeded budget by 30%, reflecting strong corporate engagement.
- Operating Expenses ran above budget as we invested in technology, AI tools and the team build-out ahead of 2026.
- Year-end bank balance of USD 250K provides a healthy runway as we step into 2026.

Reaching Band 3 schools at scale.

Through our partnerships with HKJC, HKPC and a strong local NGO network, YFS works directly with over 125 schools across Hong Kong, with a particular focus on Band 3 secondary schools serving lower-income communities.

125

Local school relationships

600+

HKJC-sponsored students

80+

Band 3 schools actively engaged

30+

Mentor companies in HK



In their own words.

"My presentation and communication skills genuinely improved. I learned to adapt to professional environments I had only read about before."

YFS Internship student, Hong Kong

"This working experience in writing and reporting will be invaluable in my future career. The practical examples can help me tackle real issues."

YFS Internship student, India

"My supervisor offered guidance whenever doubts arose. I am sincerely thankful for encountering such a nurturing atmosphere during my first internship."

YFS Internship student, Philippines

"The internship made me realise there are millions of possibilities. I am now considering a career that combines my creativity and curiosity."

YFS Bootcamp student, Hong Kong

Stewarding YFS into its next decade.

Our newly bifurcated board structure brings together global governance with country-level leadership in Hong Kong, Singapore and the Philippines.

Rob Lin

*Hong Kong Board Chair
former Head of IR, Alibaba
Group*

Neil Patwardhan

*Singapore Board Chair
Exited Entrepreneur*

Mench Dizon

*Philippines Board Chair
YGG / Founder Network*

Horace Sequeira

*Hong Kong Board
Former Credit Suisse CTO*

Stuart Thornton

*Singapore Board
Founder, 6ONE Revenue
Optimisation*

Elaine Li

*Hong Kong Board
Head of Hong Kong,
Brunswick*

Tiffany Tse

*Hong Kong Board
Managing Director, Joint PR*

Nawaz Imam

*Singapore Board
CFO, Blackpanda Group*

Ben Goodman

*Singapore Board
SVP, Adobe*

Karen Tok

*Singapore Board
Exited Entrepreneur*

Three ways to back the next generation.

01

Internship Opportunities

Host short-term, project-based internships for our students. We actively seek partners across Asia, the Middle East and Africa to match rising demand.

02

Mentor Time

Join the YFS Mentor Cloud. A few hours a year provides real-world feedback and confidence to a young person shaping their first venture.

03

Donations & Sponsorship

Direct support funds free programme access, AI-enabled course development, and local delivery partners across our priority geographies.

Thank you.

To our team, mentors, partners and donors.

Join the next chapter of YFS.

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