

sata
CommHealth†

ANNUAL REPORT 2025



ADVANCING HEALTH
FOR THE COMMUNITY

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Vision

To be the leading charity for the advancement of lifelong health in the community.

Mission

Promoting lifelong health, serving the community.

Purpose

We are **HERE TO CARE** for the health of seniors and the vulnerable in the community.

EVENT HIGHLIGHTS

MARCH

Guest of Honour Ms Denise Phua addressing the audience at the official opening of the Beach Road Community Clinic.



Officially opened SATA CommHealth's first Community Clinic at Beach Road



FEBRUARY

SATA CommHealth staff receiving awards at the Singapore Health Quality Service Awards ceremony



JUNE

Staff came together on the first tree planting day



AUGUST

Hosted the first charity auction dinner, titled SG60 To Serve with Love



Held SATA CommHealth's Family Day at the Flower Dome, Gardens by the Bay



NOVEMBER

SATA CommHealth's inaugural Quality Day is being held in November



Officially opened SATA CommHealth's first Dialysis Centre at Fernvale



Nurse Manager of Fernvale Dialysis Centre speaking to Guest of Honour Mr Tan Kiat How at the centre's opening event

CHAIRMAN'S MESSAGE



How can we best look out for the unseen? This question is what guides our decisions every year at SATA CommHealth, as we seek to ensure that the healthcare needs of vulnerable groups are met.

”

Over the past year, that question has led us to strengthen our capabilities in primary care, diagnostics, and dialysis services—areas that are increasingly critical as the burden of chronic disease grows and the importance of preventive care continues to rise.

We refer to this as our “4Ds”, an acronym that I am sure is familiar to everyone.

The first D is Dialysis. We set up our first dialysis center in Fernvale to serve patients with chronic renal disease. Despite a younger demographic, we found there was demand in the area for such treatment.

The second D is Dental. We set up our first dental clinic in Woodlands for Migrant Workers. Many of them have never seen a dentist before.

Both initiatives reflect our continued efforts to expand essential healthcare services in a purposeful and sustainable manner.

This brings us to the third D, which is Diversification. We need to expand our offerings to maintain relevance in an increasingly complex healthcare environment. We will also strive to expand the circle of those who can access healthcare services until no one remains outside.

In doing so, we aim to ensure there is always a bridge, a door, or a pathway to healthcare for those who need it.

Collaboration remains central to this mission. Through partnerships with healthcare institutions, community organizations, and supporters, we extend our reach and bring care closer to those who need it but struggle to access it.

The fourth D is Disclosure. Environmental, Social, and Governance principles have always guided our decisions, supporting sustainable progress and long-term value for patients, partners, and stakeholders. To be more transparent about this, we are proud to publish our second Sustainability Report this year.

On behalf of the Board, I extend my sincere appreciation to our staff, volunteers, donors, partners, and supporters. Together, we will continue to strike the 4Ds, to improve access to healthcare and create a lasting impact on the communities that we serve.

Mr. Tan Boon Gin
Chairman

CHIEF EXECUTIVE OFFICER's MESSAGE



This year's theme, Advancing Health for the Community, reflects how we translate strategy into action at SATA CommHealth – ensuring that quality healthcare remains accessible to those who need it most.

”

We remained focused on four key vulnerable groups: **vulnerable families, the frail and disabled, migrant workers, and renal patients.** Each initiative is shaped by the needs of these communities and grounded in our commitment to compassionate care.

Our community clinics in Fernvale and Beach Road continued to anchor primary care within neighbourhoods, supporting residents in rental housing and reducing barriers to early intervention. We expanded nursing capacity in our home care services, enabling more frail and disabled patients to receive safe and timely care at home. We deepened outreach to migrant workers and will further strengthen access through the opening of our Woodlands Dental Clinic in 2026. Our first dialysis centre at Fernvale has ramped up steadily to meet growing demand in the Sengkang estate – a reflection of our commitment to scale essential services in step with community needs.

Digital transformation accelerated across the organisation, with AI-enabled tools supporting radiology reporting, clinical documentation, HR services, patient engagement, and helpdesk operations. These initiatives enhance efficiency and responsiveness while allowing our clinicians to focus on delivering attentive, person-centred care. As we innovate, we remain anchored in strong governance and responsible data stewardship. We also advanced our

sustainability journey, including the progressive transition toward a fully electric vehicle fleet and broader ESG initiatives that reinforce our long-term resilience.

This year also marked a significant organisational milestone with the successful divestment of the freehold property at 351 Chai Chee Street for a period of 60 years. The proceeds from the divestment would be used to fund charitable programmes for our beneficiaries. Our corporate HQ will move to Tai Seng Exchange in 2026.

Looking ahead, our focus remains clear – to strengthen preventive care, deepen partnerships across the care continuum, and scale responsibly to meet rising demand. Our cross-subsidy model, where every paying patient supports someone in need, reflects both our purpose and our promise to the community.

I extend my deepest appreciation to our Board, staff, partners, donors, and volunteers for your unwavering dedication and trust. Together, we are not only delivering care – we are strengthening communities, advancing health, and building a more resilient and inclusive healthcare future for Singapore.

Dr. Kelvin Phua
Chief Executive Officer

BOARD OF DIRECTORS



**Ms Charlotte
Hsu Yuh Feng**
Director

**A/Prof Ang
Seng Bin**
Vice Chairman

**Mr Shailesh
Ganu Anand**
Director

Ms Trillion So
Director

Mr Tan Boon Gin
Chairman



**A/Prof Them
Suwady**
Vice Chairman

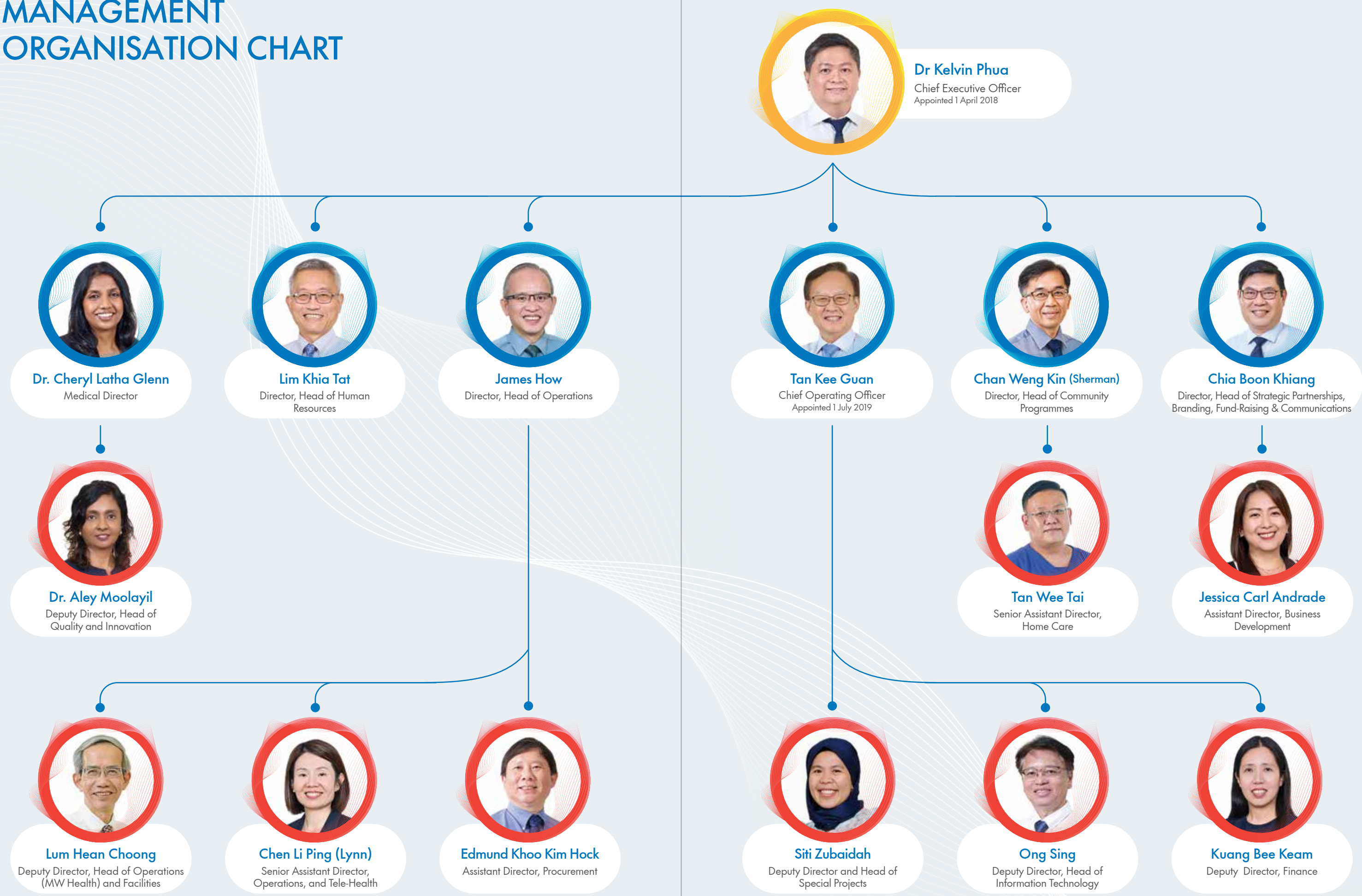
Ms Karen Wee
Director

Mr John Yong
Director

Mr Robert Chong
Director

Ms Tan Bin Ru
Director

MANAGEMENT ORGANISATION CHART



SERVING THE COMMUNITY



BENEFICIARIES SERVED IN 2025

Community Outreach & Advocacy



Episodes of Care

131,684



Unique Beneficiaries

114,444

COMMUNITY EVENTS

- Community Health Screening
- Community Vaccination
- Functional Screening and Coaching
- Migrant Worker Outreach
- TBCU Dot and Shop Programme
- Workshops

Home and Centre Based Services



Episodes of Care

58,757



Unique Beneficiaries

13,794

HOME CARE

- Home Medical
- Home Nursing
- Home Personal

27,683 **1,381**

DAY REHABILITATION CENTRE

- Occupational Therapy
- Physiotherapy

8,909 **1,901**

DOCTOR-ON-WHEELS

- Medical Consultations

648 **207**

COMMUNITY HUB @ FERNVALE

- Active Ageing
- Medical Consultations/SFL*/LPA
- Vaccinations
- Social Services

15,961 **9,185**

COMMUNITY CLINIC

- Community Clinic @ Beach Road

3,753 **1,027**

DIALYSIS CENTRE @ FERNVALE

- Haemodialysis Treatment and other Services
- Community Outreach

1,803 **93**

Subsidised Care at Medical Centres



Episodes of Care

25,787



Unique Beneficiaries

19,175

MEDICAL CENTRES

- Medical Consultations/SFL*/LPA/BMD
- Vaccinations

BENEFICIARIES SERVED IN 2021 TO 2025

TOTAL (2025)



Episodes of Care
216,228

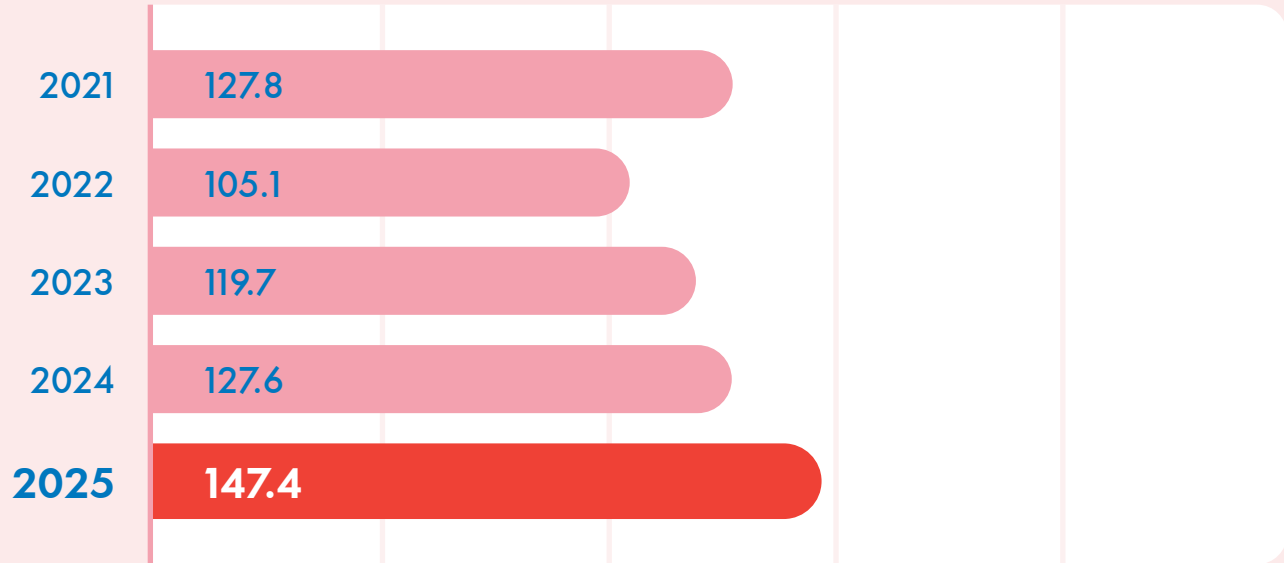


Unique Beneficiaries
147,413

EPISODES OF CARE



UNIQUE BENEFICIARIES



* Unique Beneficiaries are derived based on different line of services and programmes. Beneficiaries are patients who have received subsidised or free services from our programmes.

COMMUNITY PROGRAMMES

HEMOCARE

In 2025, the Home Care team served 1,381 unique beneficiaries across a total of 27,683 care episodes, representing increases of 14% and 19% respectively compared to the previous year. This growth reflects the rising demand for Home Care services and underscores their importance in supporting ageing in place and caregivers throughout their care journeys. Looking ahead, the team plans to roll out new services, including Home Phlebotomy, Home Vaccination, and other clinical procedures, to better meet the evolving needs of beneficiaries.



DAY REHABILITATION CENTRE

Throughout 2025, the Rehabilitation team served 1,901 unique beneficiaries and delivered 8,909 care episodes, representing increases of 133% and 25% respectively compared to 2024. This growth in capacity was driven by the introduction of group therapy sessions and the adoption of technology to enhance service delivery. In the area of preventive care, our therapists conducted 62 health education talks and participated in 10 frailty assessment events in collaboration with community partners.

Going forward, the team will focus on strengthening staff capabilities, expanding services in pain management, prehabilitation, and mental wellness, and increasing community outreach for frailty management.

DOCTORS-ON-WHEELS

Doctors-On-Wheels introduced a hybrid primary care model in 2025, blending onsite consultations with teleconsultations, complemented by an outsourced pharmacy. This service delivery model enabled the team to provide timely acute and chronic care to beneficiaries living in the community as well as those residing in institutional care facilities such as Children's Homes and Disability Homes. The team aims to expand services to more providers and explore additional delivery models, including establishing clinics within institutional care facilities.



SATA COMMHEALTH COMMUNITY HUB @ FERNVALE

The Community Hub at Fernvale continued to strengthen the delivery of primary care services through a team-based care model. In collaboration with Social Service Agencies in the region, the Hub complemented existing services while advancing preventive health initiatives, including vaccinations and health screenings aligned with national recommendations. Throughout the year, the Hub served a total of 9,185 unique beneficiaries across 15,961 care episodes.

The Hub will continue its model of systematic screening, monitoring, and beneficiary tracking, establishing itself as a trusted, go-to clinic for health services in the community.

SATA COMMHEALTH COMMUNITY CLINIC @ BEACH ROAD

The Community Clinic at Beach Road was established to address the primary care needs of residents in the area. In 2025, its scope was expanded to include care for hawkers and merchants operating in the region. The clinic provided fully subsidised chronic disease screenings to 80 hawkers and merchants, of whom 10% returned for follow-up screenings. Throughout the year, the clinic served 1,027 unique beneficiaries across 3,753 care episodes.

The clinic will adopt a new care model focused on systematic screening, monitoring, and tracking of beneficiaries. This approach aims to enable early detection and intervention, improve health outcomes, and support ageing in place.



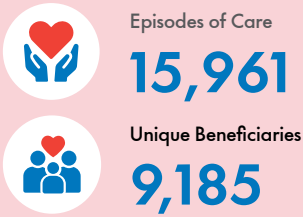
ANCILLARY SERVICES

In 2025, the team focused on enhancing accessibility and capacity through capability building and improvements in operational efficiency to better support clinics across the five Primary Care Networks (PCNs).

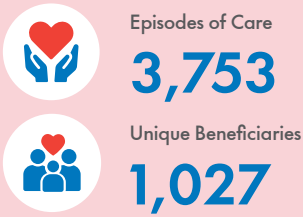
With services delivered by two mobile teams and at five medical centres, SATA CommHealth completed 6,224 ancillary services during the year – more than double the number achieved in 2024. These services included Digital Retinal Photography, Diabetic Foot Screening, Nurse Counselling, and Spirometry.

Future plans include exploring partnerships with additional PCNs and extending these services to homebound clients and their caregivers.

YEAR 2025



YEAR 2025



ADVANCE CARE PLANNING & LASTING POWER OF ATTORNEY

SATA CommHealth was re-appointed in 2025 as a community node for Advance Care Planning (ACP) and approved provider for My Legacy workshops, which promote legacy planning and encourage completion, by the Agency for Integrated Care.

ACP facilitation was introduced at partner premises such as Active Ageing Centres, improving accessibility for beneficiaries. During the year, the team conducted 65 talks, completed 1,195 ACP facilitations, and facilitated 994 Lasting Power of Attorney (LPA) certifications.

The team will further enhance access to ACP services through collaborations with estate planning organisations and General Practitioners.

DOT & SHOP

SATA CommHealth continued its partnership with Tan Tock Seng Hospital's National Tuberculosis Care Centre (NTBCC) in 2025, providing up to \$100,000 in annual support. The funds covered grocery and transport vouchers for low-income patients diagnosed with tuberculosis, aiding treatment completion, full recovery, and reducing infection risk in the community.

The programme is regularly reviewed to ensure it remains relevant and effective in meeting patients' evolving needs.

MIGRANT WORKERS

In 2025, our team reached over 60,000 beneficiaries across 32 dormitories, delivering more than 70,000 care episodes – an increase of 13% and 15% from 2024.

Outreach sessions covered key health topics such as skin health, heat injury prevention, and pain management. In addition, the team provided

rehabilitation services and conducted mental health assessments with follow-up referrals where needed.

Plans for the coming year include extending psychological support to more dormitories and strengthening collaborations with stakeholders, including employers, to enhance outreach and support for migrant workers.



SATA COMMHEALTH DIALYSIS CENTRE

The SATA CommHealth Dialysis Centre at Fernvale, our first dedicated dialysis facility, was established to address the growing demand for affordable dialysis care in Singapore. Amid rising treatment needs and increasing capacity pressures faced by existing providers, SATA CommHealth stepped forward to expand access to life-sustaining care, particularly for vulnerable patients. The centre commenced operations in May 2025, marking a significant milestone in our commitment to enhancing community-based chronic disease support.

HOLISTIC AND PATIENT-CENTERED APPROACH

Each patient’s dialysis prescription is individually customised following comprehensive clinical and medical assessments, with treatment provided via Haemodialysis (HD) or Haemodiafiltration (HDF) based on clinical needs. Our nursing team conducts assessments before, during and after each dialysis session to ensure safe, responsive and holistic care.

Preventive care and patient empowerment remain central to our approach. Patients and caregivers receive regular education on fluid management and vascular access care, supported by renal diet counselling and follow-up by our dietitian. The use of the Body Composition Monitor (BCM) enables accurate assessment of body composition, while home visits provide deeper insight into patients’ medical, psychosocial and environmental needs – reinforcing person-centred care.

High-Dependency Haemodialysis (HDHD) supports medically unstable patients with complex needs, including cardiovascular instability, respiratory distress requiring oxygen therapy, and patients who are bedbound or unable to tolerate standard dialysis chairs, ensuring close monitoring and appropriate clinical support.

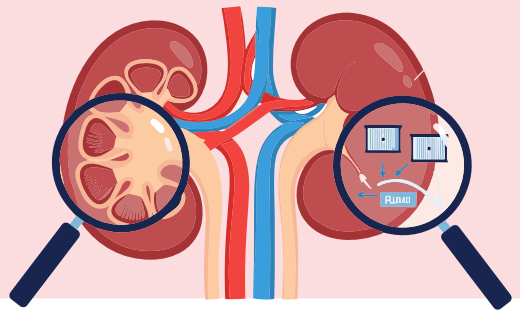


FIRST DIALYSIS TREATMENT

Patients newly initiated on dialysis receive comprehensive first-treatment care, with successful Arteriovenous Fistula (AVF) cannulation and stable haemodynamic outcomes achieved without intradialytic complications.

NURSES CONTINUOUS EDUCATION

Continuous professional development is prioritised through structured nursing education programmes, including haemodialysis fundamentals, infection prevention and nephrologist-led talks. These initiatives enhance clinical competency and fulfil Continuing Professional Education (CPE) requirements set by the Singapore Nursing Board.



PSYCHOSOCIAL SUPPORT BY THE MEDICAL SOCIAL WORKER AND RENAL COORDINATOR

Beyond clinical care, Medical Social Workers and Renal Coordinators provide essential psychosocial support, including adjustment counselling, transport and financial assistance, and family education to support patients’ long-term wellbeing.



COMMUNITY OUTREACH PROGRAM

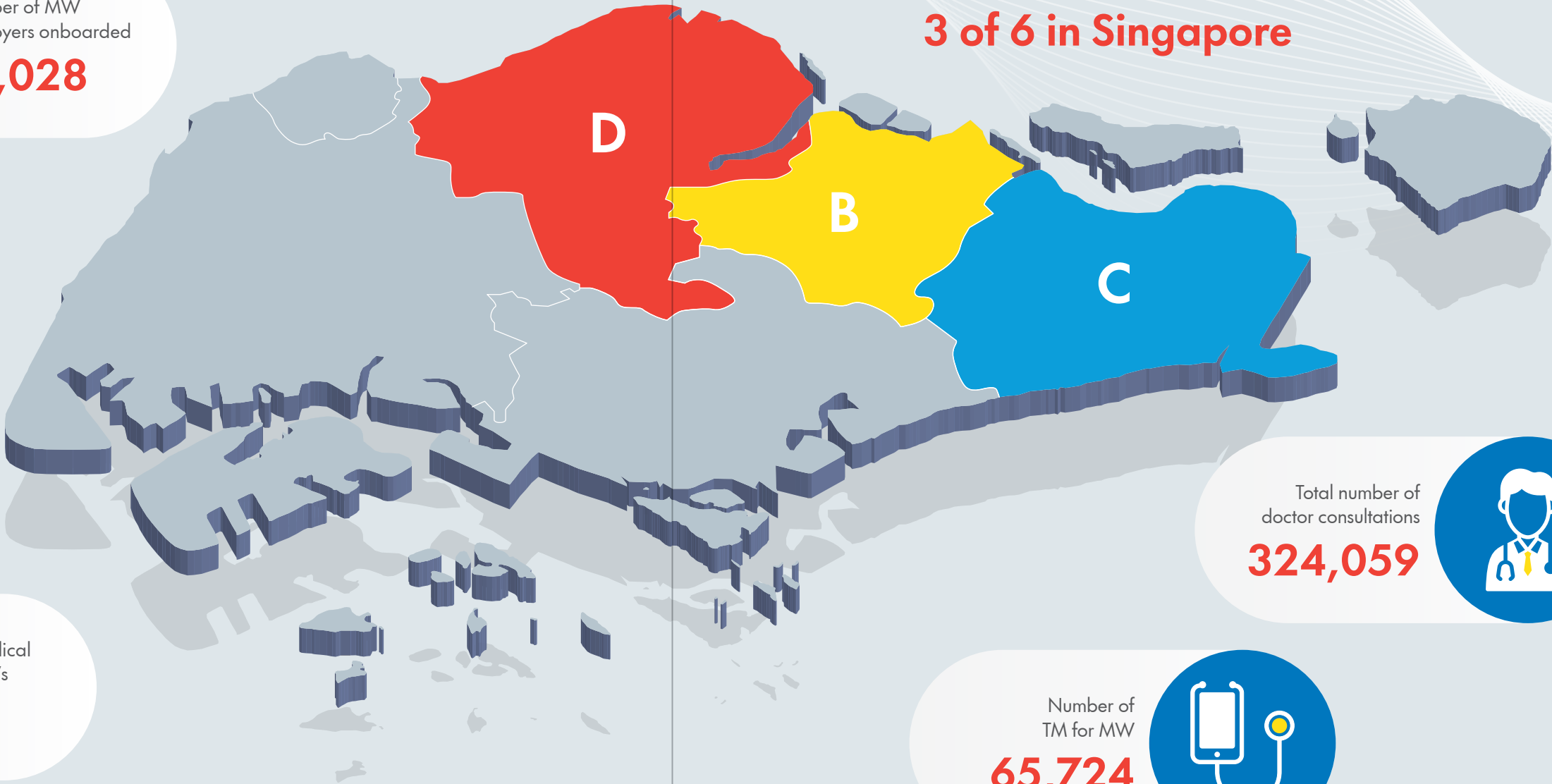
Community outreach remains a key focus. In December 2025, our inaugural public awareness talk, held in collaboration with Fernvale Community Club, engaged more than 45 participants aged 50 and above, raising awareness of kidney health, early detection and preventive care.

PRIMARY CARE PLAN (PCP) FOR MIGRANT WORKERS (MW)



Number of MW
employers onboarded
14,028

Number of MW zones
3 of 6 in Singapore



Number of Medical
Centres for MWs
5



Total number of
doctor consultations
324,059



Number of
TM for MW
65,724



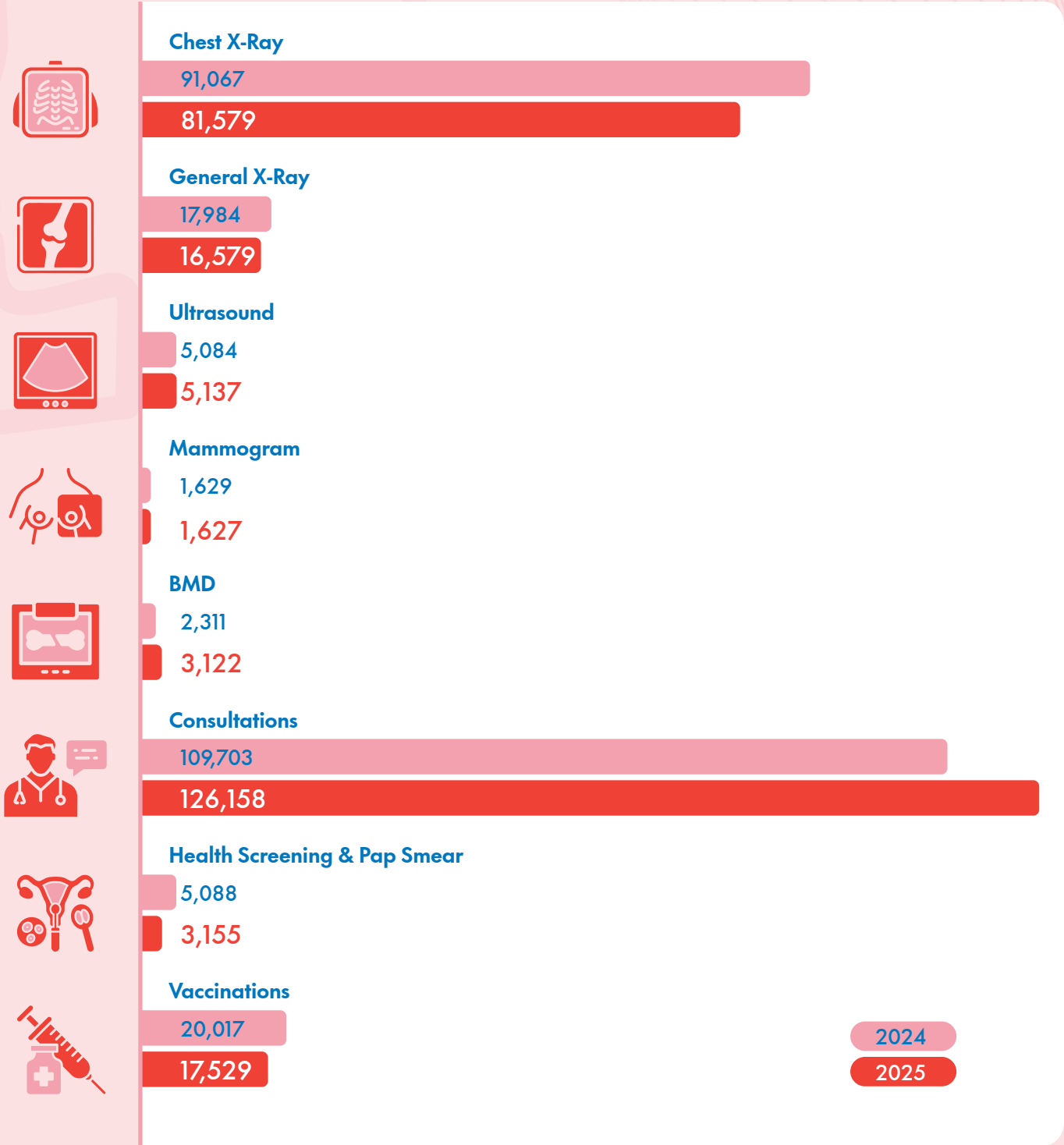
Population of enrolled
MW under PCP
287,176



Number of MW
assisted in charitable
outreach engagements
63,282

* Migrant Workers - MW

MEDICAL CENTRE SERVICES



STRENGTHENING HEALTHCARE WITHIN THE COMMUNITY



FUND-RAISING



With a focus on strengthening sustainable healthcare access for seniors and vulnerable individuals, SATA CommHealth raised \$1.2 million in 2025, supported by donors, corporate partners, and the wider community, alongside the launch of our new Dialysis Centre.

A key highlight of 2025 was the charity dinner, “To Serve with Love”, which had brought together corporate leaders and stakeholders in a shared commitment to advancing renal care and essential healthcare services. This event not only generated critical funds but also deepened engagement and awareness of community healthcare needs.

Funds raised during the year were channelled towards supporting the launch and operations of SATA CommHealth Fernvale Dialysis Centre, alongside SATA CommHealth’s core programmes, including subsidised medical services, community outreach, and other initiatives.

These fund-raising initiatives were carried out with a continued emphasis on transparency, accountability, and regulatory compliance, ensuring that every dollar raised delivered meaningful and measurable impact.

These achievements would not have been possible without the steadfast support of our donors, corporate partners, volunteers, and advocates, whose generosity and trust remain central to our mission. As SATA CommHealth moves forward, we remain committed to building on this strong foundation of support, strengthening sustainable fund-raising platforms, and remaining firmly “Here to Care” for the health and well-being of the community we serve.



In the year of 2025, we received generous support from donors, corporate partners, and the wider community, raising

\$1.2 million

QUALITY MANAGEMENT

DEDICATION TO SERVICE EXCELLENCE

SATA CommHealth remains steadfast in delivering compassionate, efficient, and patient-centred care across all service touchpoints. This commitment is reflected in the continued improvement of our Customer Satisfaction and Net Promoter Scores, demonstrating positive patient experiences and loyalty.

Our dedication has also been recognised at national platforms. In 2025, our staff received Gold, Silver, and Star Awards at the Singapore Health Quality Service Awards, alongside individual accolades at the Community Care Excellence Awards. These achievements underscore the organisation’s commitment to going above and beyond in meeting the needs of patients and the community.



PATIENT SAFETY AND INCIDENT REPORTING

Patient safety continues to be a core pillar of SATA CommHealth’s quality framework. In 2025, we strengthened our incident reporting processes to promote transparency, organisational learning, and continuous improvement. A robust reporting system encourages staff to report incidents and near misses promptly, enabling early identification of risks and timely implementation of preventive measures.

Our approach prioritises a learning culture over blame, fostering an environment where staff feel empowered to raise concerns and contribute to safety improvements. Regular incident trend analyses are reviewed at governance meetings, informing targeted interventions, staff education, and updates to clinical protocols. This structured approach ensures that patient safety risks are proactively identified and mitigated.



QUALITY DAY

The inaugural Quality Day was held on 19 November 2025, bringing together staff from across departments to showcase quality improvement initiatives, share best practices, and reinforce a culture of continuous improvement. Through project presentations and recognition awards, the event highlighted innovative efforts that enhanced patient experiences, improved clinical and operational safety, and promoted collaboration across teams. Staff feedback indicated high engagement, with many initiatives being adopted or scaled across multiple centres following the event.

DATA PROTECTION

Safeguarding personal data remains a top priority at SATA CommHealth. Since obtaining the Data Protection Trustmark (DPTM) certification in 2023, we have continued to strengthen data protection practices and staff awareness.

In 2025, initiatives included ongoing staff engagement, refresher training, and mandatory onboarding programmes for all new employees, ensuring compliance with regulatory and organisational data protection requirements. These efforts reinforce SATA CommHealth’s commitment to protecting patient and stakeholder information while maintaining trust and confidence in our services. We have also taken steps to renew certification of the DPTM.

DIGITAL TRANSFORMATION

In 2025, the IT department continued to advance SATA CommHealth’s Digital Strategy Plan, focusing on enhancing patient experience, operational productivity, and staff enablement. Key digital initiatives progressed from planning to execution, delivering measurable outcomes across patient-facing services, internal workflows, and clinical operations.

e-SERVICES AND DIGITAL ACCESSIBILITY

A major milestone was the rollout of e-Services, including online appointment booking via web and mobile platforms, and a dedicated migrant worker portal. These enhancements improved accessibility for patients, reduced front-counter workload by decreasing manual registrations, and streamlined patient flow across all medical centres. Self-service kiosks for capturing vital signs were piloted at a few of our medical centres, forming the foundation for future automation of registration, triage, and payment processes. Early feedback indicated faster registration times and improved patient satisfaction, particularly among migrant worker communities.



ARTIFICIAL INTELLIGENCE (AI) ADOPTION

SATA CommHealth made significant progress in adopting AI solutions across clinical and administrative functions. AI-powered tools were implemented to assist with clinical documentation, diagnostic support, staff engagement, and corporate client interactions. These solutions reduced manual workload, improved consistency and turnaround times, and enabled staff and clinicians to focus on higher-value, patient-centred activities. All AI deployments were accompanied by strong governance frameworks, including data protection protocols, algorithm oversight, and human validation, underscoring SATA CommHealth’s commitment to responsible and ethical technology use.

OPERATIONAL EFFICIENCY AND STAFF ENABLEMENT

Beyond patient-facing initiatives, IT improvements supported internal operations through workflow automation, improved data analytics capabilities, and enhanced staff collaboration platforms. These measures increased operational efficiency, reduced repetitive administrative tasks, and strengthened decision-making capabilities across clinical and non-clinical teams. Staff surveys indicated higher satisfaction with digital tools and greater confidence in using technology to support care delivery.

LOOKING AHEAD – 2026 INITIATIVES

In 2026, the IT department will continue to strengthen SATA CommHealth’s digital foundation with several key initiatives:



AI-enabled Call Centre System: Introducing intelligent routing, automated responses, and enhanced analytics to improve customer engagement and responsiveness.



Enterprise CRM Platform: Centralised management of corporate clients and stakeholders to enable seamless communication, reporting, and relationship management.



IT Enablement for New Headquarters: Ensuring all technology, systems, and users transition seamlessly with minimal disruption.

These initiatives are designed to further enhance patient and customer experiences, optimise operational productivity, and enable staff to deliver high-quality, efficient care, supporting SATA CommHealth’s ongoing growth and transformation agenda.

SUSTAINABILITY REPORT:

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

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BOARD STATEMENT

Dear Stakeholders,

At SATA CommHealth, sustainability is integral to our long-term strategy and organisational purpose. As a healthcare charity committed to serving the community, we recognise that sustainable and responsible practices are essential in enabling us to continue delivering accessible, high-quality healthcare while creating lasting value for our patients, beneficiaries, partners, and wider stakeholders.

We believe sustainability extends beyond environmental stewardship — it encompasses how we care for our communities, support our people, and govern our organisation with integrity and accountability. Guided by these principles, SATA CommHealth remains committed to embedding Environmental, Social, and Governance (“ESG”) considerations into our strategic planning, operational decision-making, and organisational culture. In developing our sustainability approach and reporting practices, we have taken reference from globally recognised frameworks and standards, including the United Nations Sustainable Development Goals (“UN SDGs”), Global Reporting Initiative (“GRI”), International Sustainability Standards Board (“ISSB”) Standards, and Greenhouse Gas (“GHG”) Protocol.

The Board oversees sustainability-related matters and ensures that ESG considerations remain aligned with the organisation’s mission, strategic objectives, and long-term resilience. Sustainability-related risks and opportunities are considered as part of the Board’s broader governance and strategic oversight responsibilities, with Management supporting the implementation of sustainability initiatives across the organisation.

ENVIRONMENTAL STEWARDSHIP

As part of our commitment to environmental responsibility, SATA CommHealth continues to take steps toward fostering environmental awareness and reducing our environmental footprint. During the year, we organised a tree planting initiative to encourage environmental stewardship and reinforce our commitment to sustainable practices amongst staff and stakeholders.

We are also focused on progressively reducing our Scope 1 and Scope 2 emissions through practical environmental initiatives, including the phased transition of our vehicle fleet towards electric vehicles (“EVs”). These efforts reflect our commitment to lowering carbon emissions, improving operational sustainability, and contributing towards a greener future.

SOCIAL RESPONSIBILITY AND COMMUNITY IMPACT

Social impact remains at the heart of SATA CommHealth’s purpose. Throughout the year, we continued to expand and enhance our healthcare services to better serve the community and improve healthcare accessibility for vulnerable populations.

A key milestone this year was the opening of our first community clinic at Beach Road, further strengthening our ability to bring affordable and accessible healthcare closer to the communities we serve. This expansion reflects our ongoing commitment to addressing healthcare gaps and improving accessibility for underserved groups.

Beyond healthcare delivery, we strengthened engagement with our broader community through initiatives such as our inaugural SG60 Service with Love Charity Auction Dinner, which successfully brought together supporters and stakeholders in support of our mission, as well as the SATA CommHealth Family Day, which fostered staff engagement and strengthened organisational culture.

GOVERNANCE AND ACCOUNTABILITY

Strong governance remains fundamental to SATA CommHealth’s sustainability and operational resilience. We maintain robust governance frameworks and internal controls to uphold accountability, ethical conduct, and prudent stewardship of organisational resources.

As with every year, SATA CommHealth continues to strive for a high level of compliance with the Governance Evaluation Checklist (“GEC”) and remains committed to fulfilling governance expectations as a registered Institution of a Public Character (“IPC”) in Singapore.

Our governance framework is further supported by established risk and reserves management practices to ensure financial prudence and long-term sustainability. The Board is supported by the Audit and Risk Committee, which meets twice annually to oversee the adequacy and effectiveness of the organisation’s risk management, internal controls, and audit matters.

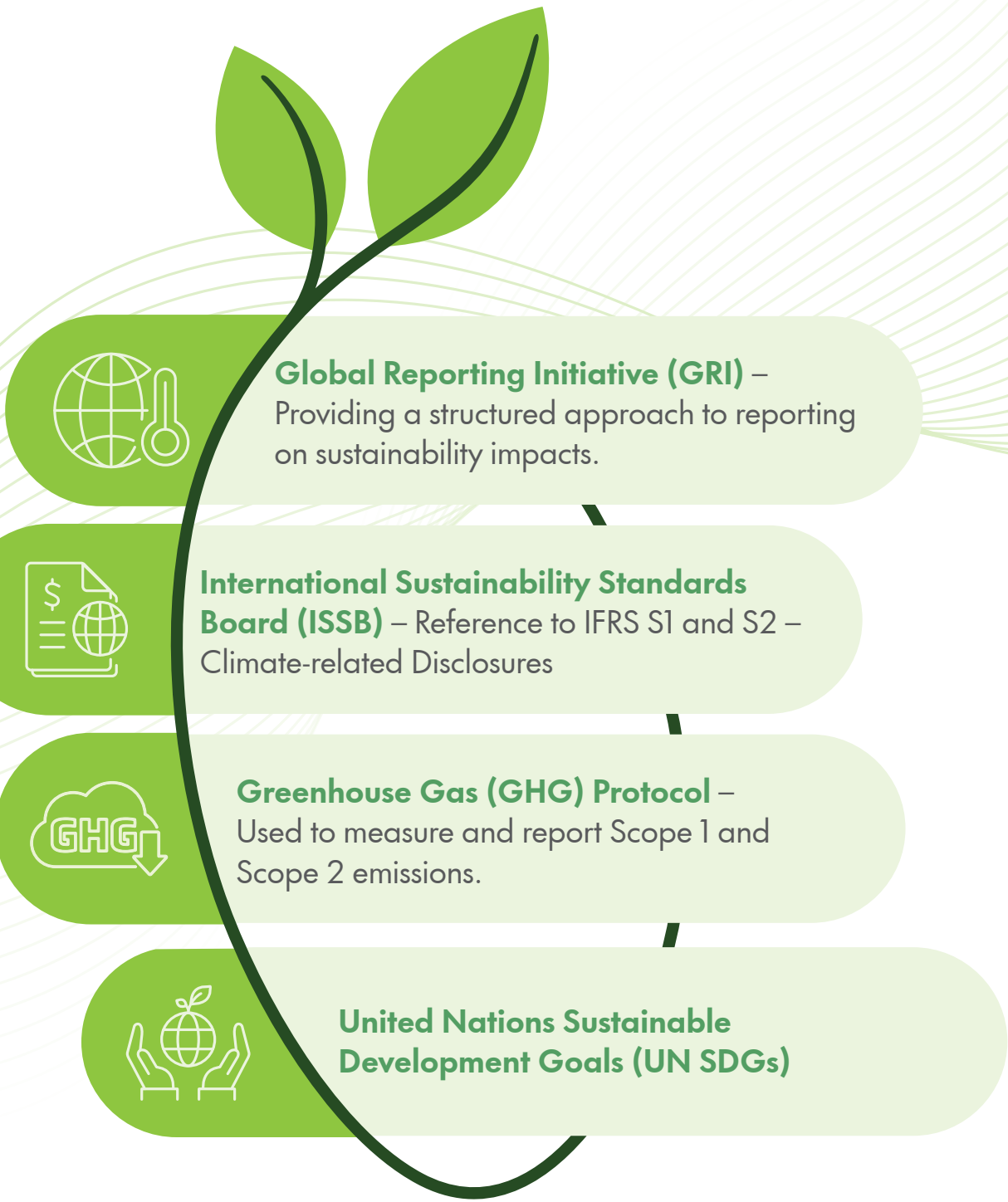
In addition, SATA CommHealth maintains a formal Whistleblowing Policy to promote transparency, ethical behaviour, and accountability across the organisation, providing a safe avenue for reporting concerns relating to misconduct or improper practices.

OUR COMMITMENT AHEAD

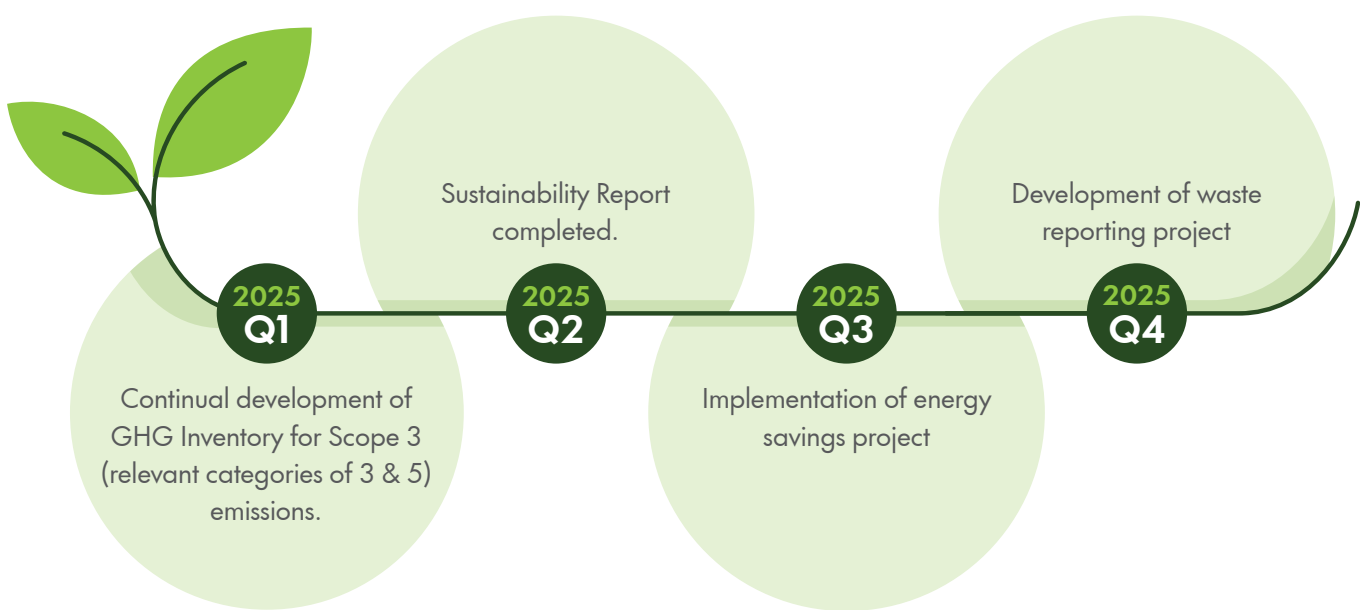
As we continue to advance our sustainability journey, SATA CommHealth remains committed to strengthening our ESG practices, enhancing transparency, and embedding sustainability principles across all aspects of our operations. We believe that by balancing social impact, environmental responsibility, and sound governance, we can continue to deliver meaningful healthcare outcomes while building a resilient and sustainable organisation for future generations.

On behalf of the Board, we thank all our staff, volunteers, donors, partners, and stakeholders for their continued trust and support as we work together towards a healthier and more sustainable future for the communities we serve.

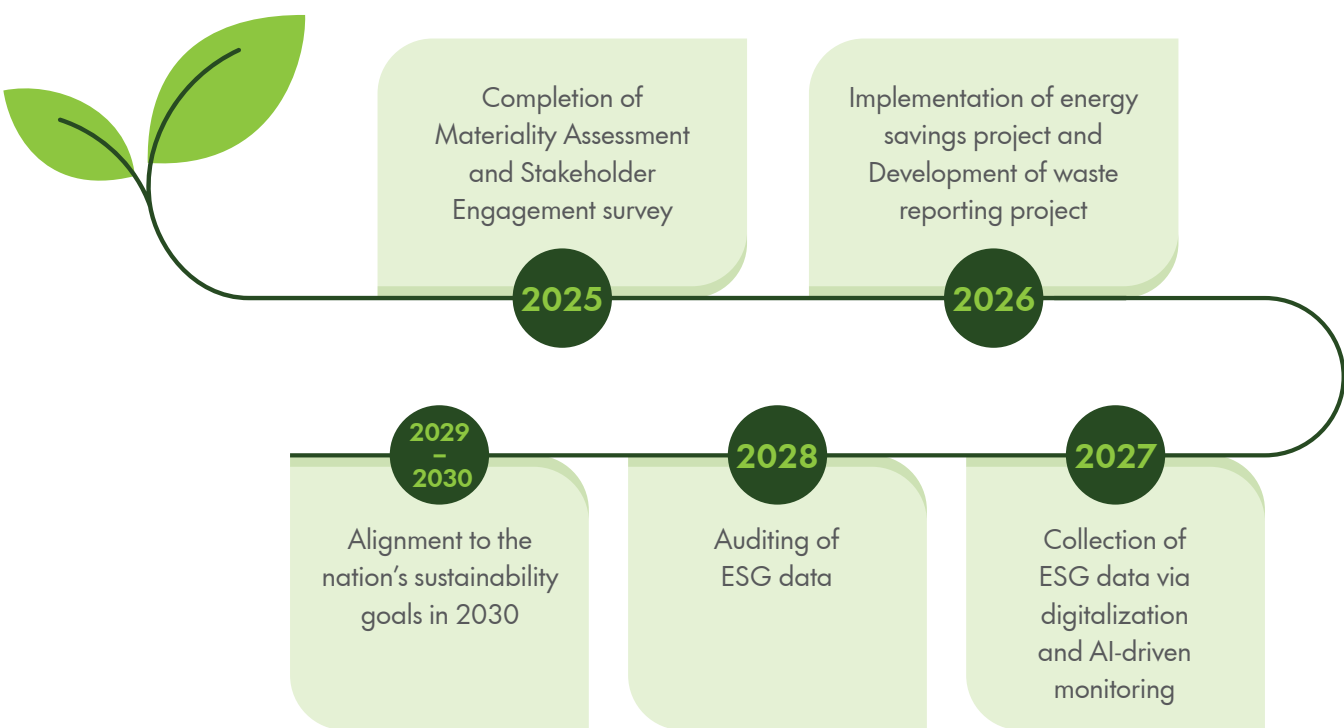
Our sustainability approach is guided by internationally recognised frameworks that promote transparency and accountability across our operations, as outlined by the following standards:



PROPOSED OVERVIEW ON SATA COMMHEALTH'S PROJECT & ITS TIMELINE



ESG STRATEGIC TIMELINES & MILESTONES



MATERIALITY ASSESSMENT

PURPOSE OF THE MATERIALITY ASSESSMENT

In FY2025, SATA CommHealth conducted its first structured materiality assessment, involving 50 stakeholders including staff, Board members, industry peers to identify the environmental, social, economic, and governance (ESG) topics that are most relevant to our stakeholders and to the long-term sustainability of the organisation.

The assessment supports the Board and management in prioritising sustainability focus areas, guiding resource allocation, and strengthening transparency and accountability in our sustainability reporting.

This materiality assessment forms the basis for the ESG topics, performance indicators, and initiatives disclosed in this report.

ASSESSMENT APPROACH AND STAKEHOLDER ENGAGEMENT

The materiality assessment was informed by a stakeholder survey, complemented by internal discussions and management review. The survey captured feedback from stakeholders with varying years of involvement and levels of interaction with SATA CommHealth, providing a balanced and representative perspective across operational, social, and governance considerations,

Survey respondents were asked to identify ESG topics they consider important to SATA CommHealth’s mission, operations, and long-term resilience, as well as areas for improvement and future opportunities.

MATERIAL TOPICS IDENTIFIED

Based on the survey responses and internal consolidation, material topics were identified and rated on a 5-point scale were as follows:

Key material topics are identified and ranked in importance according to the surveyed participants:

1 Quality of care and patient safety	4 Governance and transparency
2 Data privacy and cybersecurity	5 Staff development and retention
3 Patient accessibility and affordability	6 Energy efficiency and GHG emissions

These priorities guide ESG strategy, reporting focus, and resource allocation.

GOVERNANCE – STAKEHOLDER ENGAGEMENT

Stakeholder engagement remains a key pillar of SATA CommHealth’s governance and community approach, enabling us to strengthen partnerships, deepen trust, and ensure that our services remain responsive to evolving healthcare needs. During the year, we continued to actively engage patients, beneficiaries, partners, donors, and the wider community through a range of meaningful programmes and collaborations, as reflected across this Annual Report.

A key milestone was the Official Opening of our Community Clinic at Beach Road, graced by Guest-of-Honour Ms Denise Phua (Annual Report pg 17), which underscores our commitment to bringing accessible primary care closer to residents in the community. In parallel, we strengthened our outreach efforts to migrant workers (Annual Report pg 18), reinforcing our dedication to reaching vulnerable populations and improving healthcare accessibility across diverse segments of society. We also expanded preventive care engagement through our Community Outreach Programme in collaboration with Fernvale Community Club (Annual Report pg 20), where our inaugural public health talk reached over 45 participants aged 50 and above, raising awareness on kidney health, early detection, and preventive care.

Beyond community engagement, we continued to build strong partnerships and foster collective support for our mission. Our Charity Dinner 2025 – “To Serve with Love” (Annual Report pg 25) brought together donors, corporate partners, and the wider community, raising \$1.2 million in support of our programmes for beneficiaries. In addition, we held our inaugural Quality Day (Annual Report pg 26), which brought together staff across departments to share best practices, showcase quality improvement initiatives, and reinforce a culture of continuous improvement in patient care and operational excellence. The year also marked the official opening of our first Dialysis Centre, officiated by Guest-of-Honour Mr Tan Kiat How (Annual Report pg 19), further reflecting our ongoing collaboration with stakeholders to expand essential healthcare services in the community.



ENVIRONMENTAL METRICS

Metrics	Purpose	Sources	Mapping to Global ESG Framework/Standards
Scope 1 GHG Emissions Direct emissions from company vehicles	To monitor direct operational emissions to support emissions reduction efforts	Fuel records, mileage logs, invoices, emission factors	GHG Protocol – Scope 1 GRI 305-1 – Direct (Scope 1) GHG emissions UN SDG – 12 and 13
Scope 2 GHG Emissions Indirect emissions from purchased electricity generated outside the organisation Calculated using location-based methods	To monitor energy-related emissions to support emissions reduction and efficiency improvements	Utility bills, electricity consumption data, emission factors	GHG Protocol – Scope 2 GRI 305-2 – Energy Indirect (Scope 2) GHG emissions UN SDG – 12 and 13
GHG Emissions Intensity per Square Metre (sqm) GHG emissions per gross floor area	To measure emissions intensity to support operational efficiency	Emissions and energy data, property agreement	GHG Protocol – Scope 1 and 2 GRI 305-4 – GHG emissions intensity UN SDG – 12 and 13
Energy Intensity per Episode of Subsidised Care Total electricity consumption divided by episodes of subsidised care	To assess energy use per episode of care to support energy efficiency	Emissions and energy data, patient records	GHG Protocol – Scope 1 and 2 GRI 302-1 – Energy consumption within organisation GRI 302-3 – Energy intensity UN SDG – 12 and 13

As SATA CommHealth enters its second year of sustainability reporting, we remain committed to reducing our energy consumption and greenhouse gas (GHG) emissions, key contributors to climate change. We continue to pursue opportunities that accelerate our transition to a low-carbon organisation, while enhancing operational resilience and creating long-term value for our stakeholders. By taking a proactive and balanced approach, we effectively manage and mitigate the environmental impacts of our operations.

Our emissions are measured in line with the GHG Protocol. The table below summarises our Scope 1 and Scope 2 emissions over the past two financial years:

	FY 2024	FY 2025	
Scope 1	30.79	24.37	tonnes CO2e
Scope 2	545.56	276.68	tonnes CO2e
Total GHG Emissions (Scope 1 and 2)	576.35	301.04	tonnes CO2e
GHG Emissions Intensity per sqm	0.0781	0.0380	tonnes CO2e / sqm
Energy Intensity per episode	7.1961	6.1011	kWh / episode of subsidised care

Scope 2 before RECs 530.33 (RECs 253.65)

Scope 1 emissions decreased in 2025 due to the conversion of our fleet to electric vehicles. This strategic shift replaces mobile fuel combustion with electricity consumption, lowering our direct carbon footprint.

The decrease of Scope 2 in 2025 is primarily driven by operational and behavioural efficiencies:

New Sites

There are now 15 sites (12 sites in 2024) with improved energy efficiency through HVAC optimisation.

Commitment to Cleaner Energy

In 2025, we retired 253.65 tCO₂e worth of Renewable Energy Certificates (RECs), reducing our market-based Scope 2 emissions reflecting our commitment to sourcing cleaner energy.

Staff Awareness and Initiatives

Employee energy-conscious behaviours are embedded across our operations including guidelines on lighting, equipment switch-off, and responsible use of office appliances and cooling systems.

Emissions are derived using internationally accepted calculation methodologies and latest available data. As we refine our data collection methodologies and expand our reporting scope, future emissions figures may change due to improvements in measurement accuracy rather than operational increases.

We will implement initiatives and develop plans to improve energy efficiency by regularly monitoring and reviewing consumption, managing usage effectively, and taking corrective action when unusual patterns arise.

ESG GOALS FOR ENVIRONMENT SET IN 2025

- 1. We aim to decrease energy consumption intensity per episode of subsidised care by 5% over 3 years. Energy intensity per patient episode declined by 15.2%, indicating improved operational efficiency despite ongoing service delivery, and suggesting early success in embedding sustainability into care processes.
- 2. We aim to decrease Scope 1 GHG emission by at least 25% over 3 years as we convert to a full EV fleet. Scope 1 emissions decreased by 20.9%, reflecting improved control over direct emission sources, driven in part by the conversion of our fleet from internal combustion engine vehicles to electric vehicles, resulting in reduced fuel consumption.

Note: We will use FY 2024 as the baseline. Scope 1 excludes fugitive emissions

We operate a fleet of mobile medical vehicles, including Singapore’s first electric medical bus. This innovative mobile clinic delivers essential healthcare services – such as screenings, vaccinations, and basic medical care – directly to senior and vulnerable communities. Designed as a one-stop solution, it brings preventive care conveniently closer to those in need.

We aim to transition to a fully electric fleet by 2030, reinforcing our commitment to both accessible healthcare and environmental sustainability.



6

Clean water and sanitation

12

Responsible consumption and production

SATA CommHealth actively monitors and manages its environmental footprint, focusing on energy consumption and greenhouse gases (GHG) emissions. We also monitor our total water consumption and waste management. And, in terms of waste management, there is waste management training and an ongoing CORA project to recycle plastic and aluminum by working with Singapore Polytechnic on smart bins.

SOCIAL METRICS

Metrics	Purpose	Sources	Mapping to Global ESG Framework/Standards
Headcount Total headcount of employees and tenure of employees	To track workforce size and composition to support workforce planning and operational management	HR system, payroll system, employee identification (against data schema)	GRI 2- 7 – Employees UN SDG – 8
Age Diversity Number & percentage of employees in different age groups	To monitor workforce age distribution to support diversity and succession planning	HR system, payroll system, employee identification (against data schema)	GRI 405-1 – Diversity of governance bodies and employees UN SDG – 8
Gender Diversity Number & percentage of women in the workforce	To measure gender representation to support diversity and inclusive workforce practices	HR system, payroll system, employee identification (against data schema)	GRI 405-1 – Diversity of governance bodies and employees UN SDG – 5 and 8

Key programmes include:

- Community outreach and health screenings
- Subsidised medical services
- Home care and rehabilitation services
- Dialysis services for vulnerable patients
- Migrant worker healthcare programmes.

SATA CommHealth emphasises holistic, patient-centred care through:

- Preventive healthcare and early intervention
- Integrated care models (home, community, and clinic-based)
- Patient education and psychosocial support

The organisation also expanded services through:

- New Community Clinic at Beach Road
- First Dialysis Centre at Fernvale
- Community Hub for preventive care and active ageing

Quality and safety are embedded through:

- Strong incident reporting systems
- Continuous improvement culture
- Recognition at national healthcare quality awards

Our employees remain our most valuable asset at the heart of the services we provide to our customers. In Singapore’s competitive healthcare sector, attracting, retaining, and developing skilled professionals is key to our ongoing success. Our ability to grow and deliver quality care depends on nurturing new talent while motivating and supporting our existing workforce.

Employees are central to SATA CommHealth’s service delivery. The organisation is committed to building a diverse, inclusive, and capable workforce.

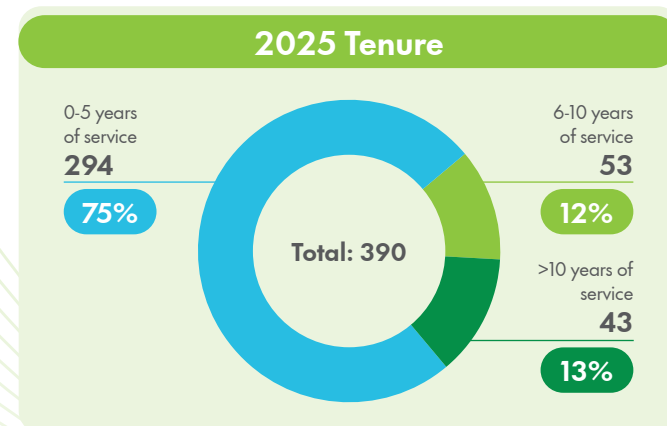
We are committed to fostering a fair, inclusive, and diverse workplace, where social and cultural differences are respected, regardless of gender, age, or educational background.

We focus on having:

- Strong gender diversity across Board, management, and staff.
- Age-diverse workforce supporting innovation and experience balance.
- Ongoing staff training and development programmes.
- Leadership development and talent pipeline initiatives.

TENURE DIVERSITY

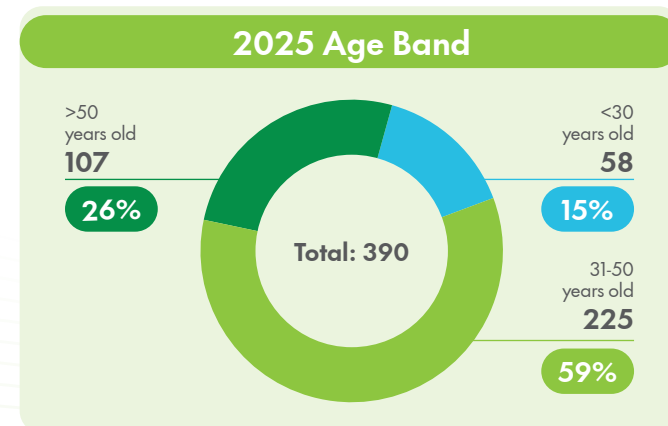
We embrace a balanced mix of long-serving employees and newer hires. The experience and institutional knowledge of seasoned staff, combined with the fresh perspectives of newer team members, contribute to a dynamic and resilient workforce.



Correct as of 31 Dec 2025

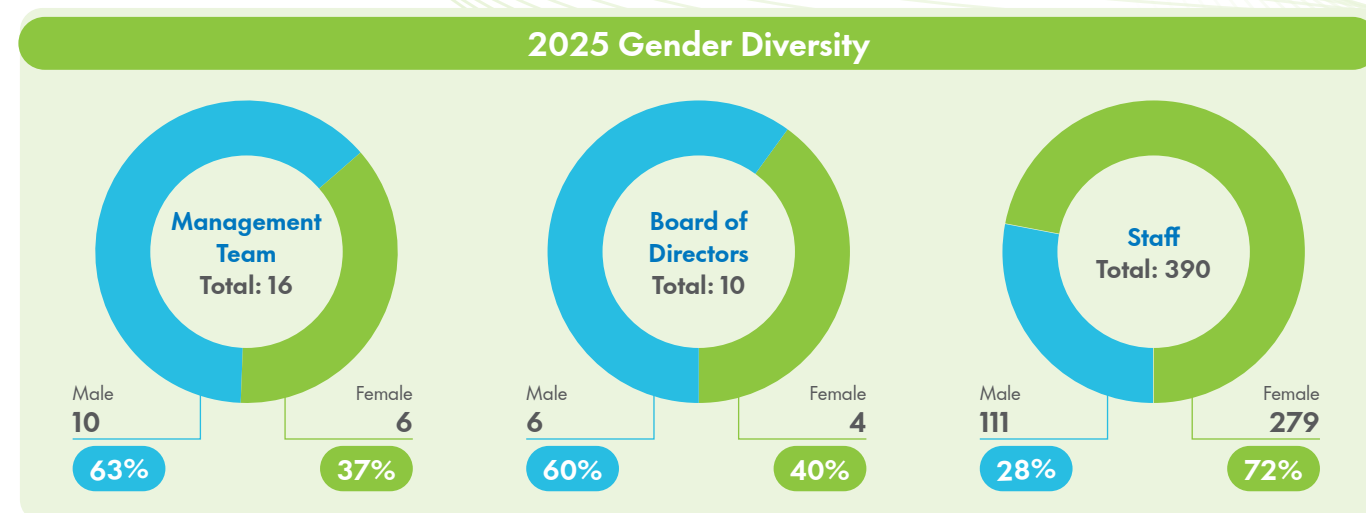
AGE DIVERSITY

Our employees span a wide range of age groups, blending youthful energy with seasoned expertise. This age diversity supports innovation, collaboration, and long-term organisational growth.



GENDER DIVERSITY

We are dedicated to fostering an inclusive environment with equitable gender representation across all levels of the organisation, including both our Board and workforce. This commitment ensures equal opportunities and promotes a culture of respect and fairness.



SATA CommHealth plays a critical role in improving healthcare accessibility for seniors, vulnerable populations, and migrant workers.

In 2025, 147,413 unique beneficiaries served and 216,228 episodes of care delivered.

GOVERNANCE METRICS

Metrics	Purpose	Sources	Mapping to Global ESG Framework/Standards
Board Composition & Oversight • % Independent Board members • Number of Board meetings held annually	To monitor board independence and oversight to support effective governance and accountability	Board records, corporate governance documentation	GRI 2-9 – Governance structure and composition UN SDG 16 
Data Privacy & Cybersecurity • % of staff trained in PDPA / data protection • Implementation of cybersecurity monitoring controls	To monitor data protection practices and system security to support protection of sensitive information and system reliability	IT security reports, compliance documentation, HR training records	GRI 418 – Customer privacy UN SDG 16 
Ethics & Compliance • % of staff completing Code of Conduct training • Annual conflict of interest declarations completed	To monitor ethical conduct and compliance practices to support adherence to policies and transparency	HR records, compliance registers	GRI 205 – Anti-corruption GRI 2-26 – Mechanism for advice and concerns UN SDG 16 
Risk Management & Internal Controls • Existence of formal risk management framework • Frequency of risk review by Board / Audit Committee	To assess risk management processes to support oversight and management of key risks	Risk register, internal audit reports, governance documentation	GRI 2-12 – Role of the highest governance body in overseeing impacts GRI 2-16 – Communication of critical concerns UN SDG 16 

GOVERNANCE AND OVERSIGHT

In 2025, the Board of Directors continues to oversee our sustainability strategy, ensuring its integration into corporate decision-making. It provides guidance on sustainability objectives, risk management, and regulatory compliance, while a dedicated sustainability workgroup drives the execution of our environmental and social responsibility initiatives.

Board Composition & Oversight

Total number of board members10

Number of Board meetings held annually:4

Data Privacy & Cybersecurity

Percentage of staff knowledgeable in PDPA / data protection:100%

Implementation of cybersecurity controls✓

Ethics & Compliance

Percentage of staff completing the annual Conflict of Interest:100%

Percentage of staff completing Code of Conduct training:100%

Risk Management & Internal Controls

Existence of formal risk management framework✓

Frequency of risk review by Board / Audit Committee2

SATA CommHealth continues to embed sustainability into its workplace culture through Green Human Resource Management (HRM) initiatives driven by staff participation. Employees actively support environmental efforts such as recycling programmes, energy-saving practices, and green awareness campaigns, while also contributing to community-focused initiatives including tree planting and food collection programmes. Sustainability principles are further reinforced through internal engagement, training, and the integration of environmentally responsible practices into daily operations. These ongoing efforts reflect a collective commitment by staff to promote a culture of sustainability and support the organisation’s broader ESG goals.



ONGOING ESG INITIATIVES BY STAFF

OTHER SUSTAINABILITY INITIATIVES

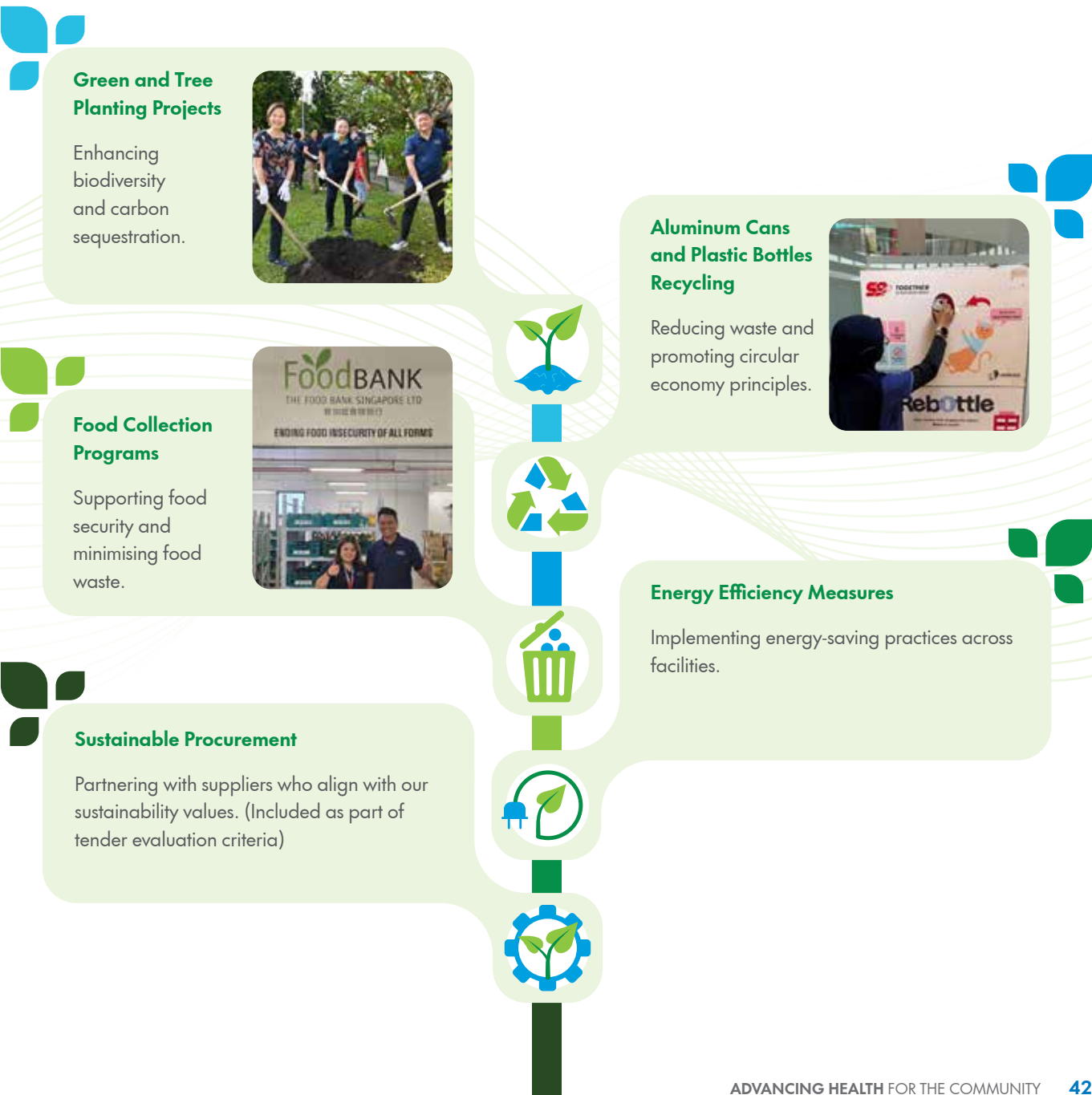
Over the year, we have advanced multiple initiatives to strengthen environmental and social sustainability.

SATA CommHealth engages actively with stakeholders including:

- Strong gender diversity across Board, management, and staff.
- Age-diverse workforce supporting innovation and experience balance.
- Ongoing staff training and development programmes.
- Leadership development and talent pipeline initiatives.

In 2025, \$1.2 million raised to support healthcare initiatives

Charity events and partnerships strengthened community engagement.



To promote sustainability, we launched a recycling initiative for aluminium cans and plastic bottles.

We are dedicated to fostering an inclusive environment with equitable gender representation across all levels of the organisation, including both our Board and workforce. This commitment ensures equal opportunities and promotes a culture of respect and fairness.



The 3Rs



CORPORATE GOVERNANCE

SATA CommHealth was incorporated on 26 August 1947 and is a company limited by guarantee. It is governed by its Constitution and also adheres to guidelines recommended by the Code of Governance for Charities and Institutions of a Public Character (“Code”), the Charities Act and Charity Council.

ROLES & RESPONSIBILITIES

Board

Being the highest policy making and governing body of SATA CommHealth, the Board of Directors provides strategic counsel to SATA CommHealth and ensures that the organisation is governed and managed properly and prudently to achieve effectiveness, credibility and sustainability of the organisation in the pursuit of its mission.

It also ensures that SATA CommHealth has processes in place to comply with all applicable laws, rules, and regulations.

The Board’s responsibilities include (not exhaustive):

- setting and periodically reviewing the vision and mission of SATA CommHealth
- approving annual work plans and ensuring they are aligned to the vision and mission
- approving the annual budget and monitoring financial performance against budget
- reviewing work progress reports to monitor and evaluate the organisation’s performance
- planning for Board succession and diversity in composition.

Directors’ roles and responsibilities are distinguished from the executive functions of SATA CommHealth, which are delegated to the Chief Executive Officer (CEO) who is supported by the management team. Performance of the CEO and the management team are monitored against Key Performance Indicators (KPIs).

Board Committees

Board committees are established to assist the Board in making better decisions and improve its oversight over management and its accountability to stakeholders. All Committees have Terms of Reference (TOR) which are approved by the Board.

There were 8 Board committees and 1 advisory committee in FY2025. Minutes of Board committee meetings are provided to the Board.

BOARD SELECTION AND RECRUITMENT

SATA CommHealth is governed by a Board of 10 – 15 directors who are volunteers and elected at the Annual General Meeting (AGM). Office-bearers are appointed after the AGM, by the Board.

Board succession discussions take place well before every AGM and the Board uses a diversity matrix to ensure sufficient range of expertise among the directors and that gender representation is at least 25%. Since the AGM in June 2025, female and male representations on the Board stand at 40% and 60% respectively.

Potential candidates are sourced through independent methods, Board recommendations or from among existing sub-committee members. GNC screens interested candidates and makes its recommendations to the Board.

All directors must be independent and they submit themselves for re-nomination and re-appointment every 2 years. Each director has a maximum term limit of 8 years of continuous service on the Board; except that an additional 2-year extension is allowed for key appointment holders for reasons of continuity, subject to the recommendation by GNC and approval by the Board. Ex-directors can only be considered for re-nomination to the Board after a minimum period of 2 years.

In FY2025, no Board director had served for more than 10 consecutive years.

A Code of Conduct has been adopted and acknowledged by the Board of Directors.

No staff serves on the SATA CommHealth Board. The Chief Executive Officer (CEO) is an ex officio and non-voting member of the Board who attends all Board meetings unless otherwise directed by the Board.

COMPOSITION OF THE BOARD OF DIRECTORS

BOARD OF DIRECTORS	DATE FIRST APPOINTED	DATE OF LAST ELECTION OF DIRECTORS	ATTENDANCE AT BOARD MEETINGS 2025	KEY DIRECTORSHIPS AND APPOINTMENTS
MR TAN BOON GIN CHAIRMAN <i>(since 22 Jun 2023)</i>	23 Jun 2020	25 Jun 2024	5 / 5	- Chief Executive Officer, Singapore Exchange Regulation - Chairman, Energy Market Company Pte Ltd
A/PROF THEMIN SUWARDY VICE CHAIRMAN <i>(since 23 Jun 2020)</i>	26 Jun 2018	25 Jun 2024	3 / 5	- Associate Professor of Accounting (Practice), Singapore Management University - Associate Provost (Postgraduate Professional Education), Singapore Management University - Board of Directors, GMAC
A/PROF ANG SENG BIN VICE CHAIRMAN <i>(since 22 Jun 2023)</i>	2 Feb 2023	24 Jun 2025	4 / 5	- Senior Consultant, Family Medicine Services, KK Women's & Children's Hospital - Fellow, Integrated General Hospital, Ministry of Health Office for Healthcare Transformation - Clinical Associate Professor, Duke-NUS Medical School - Clinical Lecturer, YLL School of Medicine, NUS - Adjunct Assistant Professor, Lee Kong Chian School of Medicine - Founding Director, Dermacool Holdings Pte Ltd - Medical Advisor, Actxa Pte Ltd
MR JOHN YONG TIONG HWEE MEMBER	20 Jun 2019	24 Jun 2025	5 / 5	- Senior Fellow, Singapore Computer Society (SCS) - Senior Advisor and Adjunct, Singapore Institute of Technology (SIT) - Independent Director, NETS Pte Ltd - Independent Director, Banking Computer Services Pte Ltd

COMPOSITION OF THE BOARD OF DIRECTORS (cont.)

BOARD OF DIRECTORS	DATE FIRST APPOINTED	DATE OF LAST ELECTION OF DIRECTORS	ATTENDANCE AT BOARD MEETINGS 2025	KEY DIRECTORSHIPS AND APPOINTMENTS
MR GANU SHAILESH ANAND MEMBER	25 Jul 2019	24 Jun 2025	3/5	- Senior Managing Director - Executive Compensation & Board Advisory; WTW - Fellow and Governing Council member, Singapore Institute of Directors (SID) - Independent Director, Vanguard Healthcare Pte Ltd - Independent Director, Far East Orchard - Independent Director, Telechoice International
MS CHARLOTTE HSU YUH FENG MEMBER	23 Jun 2020	25 Jun 2024	5/5	- Partner, PwC Singapore - Corporate Responsibility Leader & Asia Pacific Diversity & Inclusion Leader, PwC Singapore - Treasurer, MCST1930
MS KAREN WEE SIEW LIN MEMBER	23 Jun 2020	25 Jun 2024	5/5	- Executive Director, Lions Befrienders Service Association - Member, Steering Committee, NUHS RHS - Member, Community Partnership Council, SingHealth RHS - Board member and Incoming Vice-Chairman, Vital Strategies, Singapore
MS TAN BIN RU MEMBER	1 Jan 2023	24 Jun 2025	5/5	- President, Enterprise (Digital), ST Engineering - Chairman, Blockchain Association Singapore
MR ROBERT CHONG KWANG CHEONG MEMBER	22 Jun 2023	24 Jun 2025	4/5	Chief Corporate & HR Officer, Sembcorp Industries Ltd
MS TRILLION SO MEMBER <i>(since 1 Oct 2025)</i>	1 Oct 2025	–	1/5	- Partner, PwC Singapore - Culture and Values Leader, PwC Singapore - Board Member and Committee Chairman of Abilities Beyond Limitation and Expectations (ABLE) and Community Foundation of Singapore
MRS CHIA-TERN HUEY MIN VICE CHAIRMAN <i>(till 1 Oct 2025)</i>	23 Jun 2020	25 Jun 2024	2/5	Chief Executive, Accounting and Corporate Regulatory Authority (ACRA)

Notes:

- Mrs Chia-Tern Huey Min retired from the Board on 1 October 2025.
- Board Directors who could not attend Board meetings due to their work-related commitments, provided their inputs prior to the meetings.

MEETINGS HELD IN FY2025

Annual General Meeting held on 24th June.

Board Meetings held on 20th February, 20th May, 24th June, 30th August and 20th November.

Board Retreat held on 30th August.

BOARD TRAINING AND EVALUATION

Directors are encouraged to attend relevant training, like “The Governance for Outstanding Organisation Directors (SGOOD) programme” within their first term (2 years).

Annual Board Evaluation exercise is conducted to actively examine Board performance and improve its effectiveness. All Board directors are given the opportunity to provide their feedback on the Board’s Collective performance, Self and Peer performance and Feedback to Chairman. GNC reviews the results and where necessary, discusses interventions and makes recommendations to the Board.

INDUCTION AND ORIENTATION

All new directors attend an induction session conducted by the management. This gives them an overview of the organisation’s programmes and services and their social impact on the community. A copy of the Handbook for Directors, which details roles and responsibilities, is also provided to new directors.

CONFLICT OF INTEREST

SATA CommHealth has Conflict-of-interest policies for Board of Directors and staff.

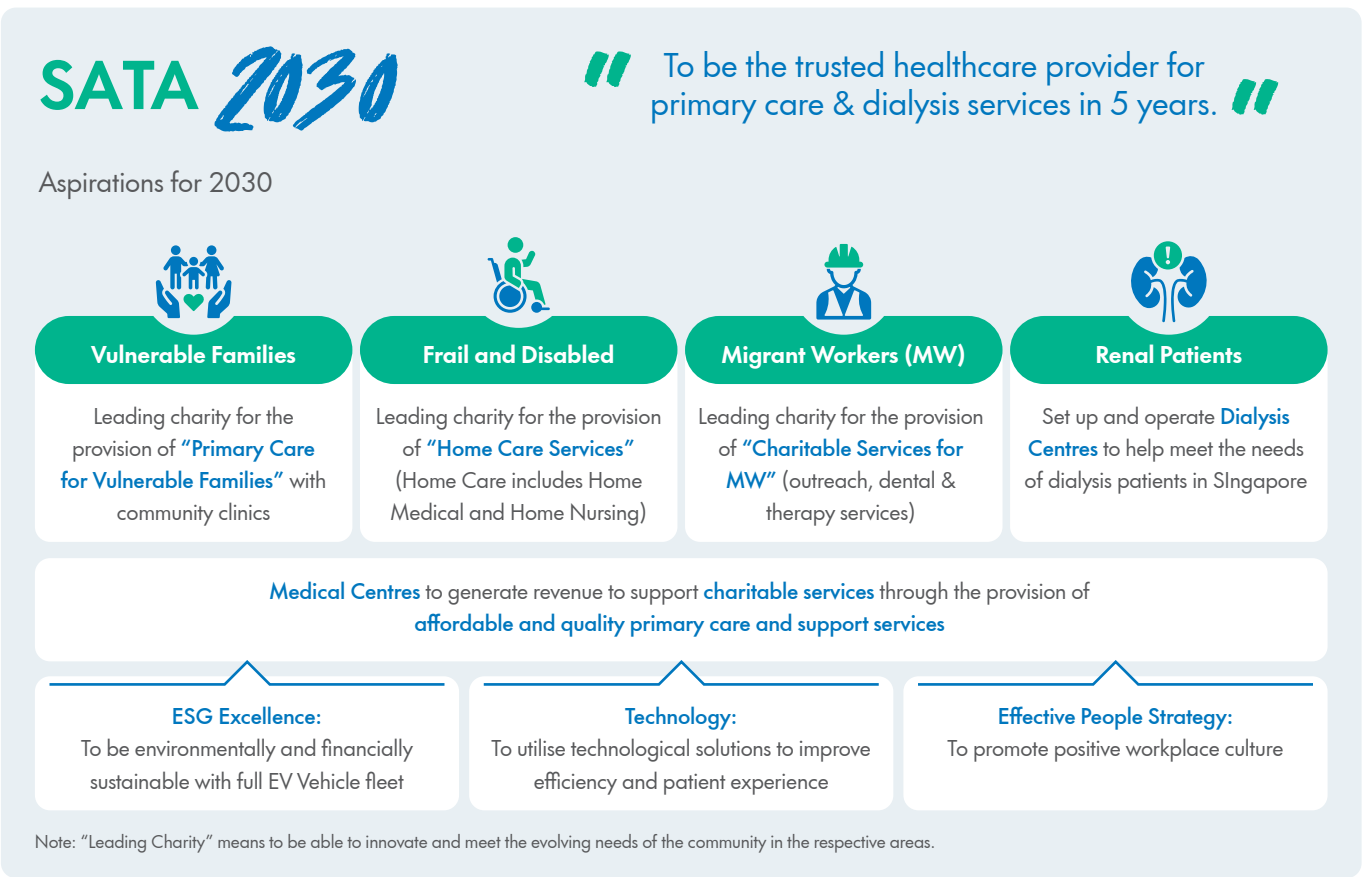
Directors submit a yearly declaration on their interests to avoid any actual or perceived conflict of interest. Where conflict of interests may arise, they are expected to declare to the Board as soon as possible and abstain from discussion and decision making on the matter of concern. When conflict of interest arises, the Board would evaluate whether the continuing independence of directors would be affected and whether it is appropriate for the director to remain on the Board.

All SATA new hires are required to read and acknowledge the conflict-of-interest (COI) policy on their first week of joining. If there is any situation which potential conflict may arise, staff is encouraged to declare to their Head of Department and HR Department. An annual COI refresher will be sent to all existing staff to remind them of any conflict that has occurred in the past year and declarations required.

STRATEGY TO ACHIEVE MISSION & VISION

During the annual board retreat, the Board and Management collaboratively developed a strategic plan for the next three to five years. This plan was informed by a deep insight into the evolving healthcare environment, with a focus on enhancing population health and meeting the challenges presented by an increasingly ageing population. These considerations were crucial in determining the broad strategic direction for the charity.

The goal is to establish SATA CommHealth as a trusted primary care and dialysis services for the four groups of vulnerable patients, as detailed in the following chart.



WHISTLE-BLOWING POLICY

SATA CommHealth has a whistle-blowing policy to allow staff and other stakeholders to raise concerns or to report malpractices and misconducts in the company, with the knowledge and assurance that their bona fide concerns will be taken seriously and investigated as appropriate, and that their confidentiality will be respected and protected. Concerns can be reported to the chairperson of the Board, GNC, ARC and the internal Auditor.

The Board Chairman and the Chairman of the GNC are informed of any whistle-blowing report received. GNC oversees any investigation to be undertaken, unless (where the circumstances allow) the Board Chairman decides that another committee or party be tasked to oversee the investigation. Members of the Board are kept informed of any investigation and approve any action to be taken in response to the complaint as soon as it is reasonably practicable. No whistle-blowing report was received in FY2025.

SUSTAINABILITY

At SATA CommHealth, we are mindful of our environmental footprint. We aim to build a sustainable organisation and support the national agenda to promote sustainability. SATA CommHealth supports the UN’s Sustainable Development Goals (SDGs). Together with Environmental, Social and Governance (ESG) factors, they provide a framework and guide us through achieving sustainable practices and making positive contributions in this area. We aim and focus on developing sustainability strategies that define operations and this includes green initiatives and socially responsible activities to reduce our carbon footprints.

The Board has an oversight on ESG issues and each Board Committee has to integrate ESG considerations into its decision making.

RISK MANAGEMENT

The Board has the responsibility of effectively overseeing the organisation’s Enterprise Risk Management (ERM) framework. The Board reviews the overall adequacy and effectiveness of the internal control systems and compliance risk. Our governance practices are based on integrity, fairness, transparency and responsibilities.

RESERVES MANAGEMENT

The Company has a reserves policy. The reserves of the Company provide financial stability and the means for the development of the Company’s activities. The Company intends to maintain a reserves ratio of between one to two years of its annual operating expenditure. The directors review the level of reserves regularly for the Company’s continuing obligations. The reserve ratio as at 31 December 2025 is 1.32.

REPORTS OF BOARD COMMITTEES

A. Audit & Risk

The Audit & Risk Committee (ARC) is responsible for reviewing the scope and work of the internal auditor and the statutory auditor as well as the adequacy of internal controls. The ARC also evaluates recommendations made by the internal auditor and management responses. The ARC also provides input to the Board on its assessment of enterprise risks and determination of risk appetite as part of the overall strategy for SATA CommHealth. It assists the Board in overseeing the risk management framework, monitoring its effectiveness through functional implementation of “line of defence” and its performance against mitigating risks.

Risks are reviewed every quarter with the heads of department. New risks are identified from incident reports and feedback. The risks are compiled into a risk register where the risks are rated. The heads of departments will then review the risks and propose measures to mitigate the risks. Risks are also identified and reviewed when there is a new service. The measures are also reviewed regularly. The risk rating and measures are reviewed by management every quarter. The risks are discussed at the Audit and Risk Committee every 6 months.

Ernst & Young Advisory Pte. Ltd. continued to carry out the internal audit work for the year 2025. The primary objectives of the internal audit programme are to strengthen internal controls and financial management as well as enhancing overall operational efficiency and productivity. To achieve these objectives, the Committee worked closely with the internal auditor and management to implement the internal auditor’s recommendations. The internal auditor adopted a risk base and process-oriented approach for the audits. The internal audit work carried out in Quarter 1 2026 covered the following areas:

- Procurement and payments
- HR and payroll management
- IT general controls and pre-implementation review
- Cyber hygiene and infrastructure
- Software asset management

Deloitte & Touche LLP was re-appointed as the statutory auditor for SATA CommHealth. The general approach and overall scope of the statutory audit were outlined in an audit planning document, which was approved by the ARC before the commencement of the audit, in accordance with Singapore Standards on Auditing. Recommendations from the statutory auditor on improvement of system processes and controls are reviewed and discussed by the Committee. The Committee assesses the need for the rotation of the internal and statutory auditors every five years.

The committee met twice in FY2025 to review the reports of the internal auditor, statutory auditor, and the adoption and implementation of enhancements to the internal control systems and processes recommended by both auditors. The ARC also reviewed the annual financial report to ensure the integrity of financial statements and the formal announcements relating to the company’s financial performance, in view of the latest developments in the areas of business ethics, corporate responsibilities and business continuity planning.

B. Digital

The role of the Digital Committee (DC) is to provide the leadership and oversight in Information and Digital Technologies to ensure continued growth consistent with SATA CommHealth’s vision and mission. Besides digital strategy planning, the Digital Committee provides guidance on IT system enhancement, expert advice on cybersecurity measures and identifies opportunities for new digital transformation initiatives.

In 2025, the DC continued to play a pivotal role in steering Management and the IT team through key phases of SATA’s digital transformation. The Committee provided strategic direction on the introduction of AI-driven initiatives and the implementation of major enterprise systems, including the new Enterprise ERP, e-Services, and the Dental and Dialysis systems. A significant enabler of innovation was the Innovation Fund established by the DC Chairman, which allowed Management to pilot and scale promising digital solutions without impacting core operational budgets. Through this fund, initiatives such as the Migrant Well App under IMDA’s Open Innovation Platform and the AI-enabled ChatBot Customer Response System for PCP were initiated.

In 2025, SATA successfully transitioned to and achieved re-certification to the latest ISO/IEC 27001:2022 standard. The certification reflects our continued commitment to strong information security governance and data protection practices.

C. Fund-raising & Advocacy

The Fund-raising and Advocacy Committee (FRAC) serves as a pivotal force in guiding the strategic direction of SATA CommHealth across fund-raising, branding, communications, and engagement with donors and volunteers. This integrated approach ensures alignment with organisational objectives while maintaining strict adherence to relevant statutory laws and regulatory requirements.

In 2025, FRAC continued to work closely with management to strengthen fundraising and stakeholder engagement. One of the key initiatives was the development of a charity dinner as a strategic fundraising platform for fundraising. This collaborative effort reflects FRAC’s ongoing commitment to effective governance, active volunteer involvement, and the advancement of SATA CommHealth’s mission within Singapore’s charitable landscape.

D. Governance & Nominating

The Governance and Nominating Committee (GNC) assists the Board in fulfilling its responsibilities for corporate governance (including compliance with relevant corporate governance requirements prescribed by regulators and SATA CommHealth’s corporate governance guidelines). It also makes recommendations on Board and Committee appointments.

GNC oversees the annual Board Evaluation exercise, reviews the annual Charity Evaluation Checklist and reviews internal governance-related policies.

E. Human Resources

The Human Resources Committee (HRC) oversees and provides guidance to management on human resources strategies, policies and manpower plans in key areas such as talent management, learning and development, salaries benchmarking and performance management. The HRC held three meetings in FY2025.

Some significant people and organisational achievements for SATA CommHealth over the past year included:

- Singapore Health Quality Awards winners – 2 STARs, 7 Gold, 18 Silver
- PW Mark Renewed by SBF for 3rd year running.
- Launching of Gen AI HR Chatbot supported by IMDA and funded by NCSS to provide a new workplace communication and staff engagement vehicle for SATA using mobile WhatsApp which reached 100% of staff population due to extensive individual mobile ownership

Management promoted two hi-potential staff (HIPO) to Deputy Director ranks in the past year. One HIPO special projects deputy director was accepted into the Doctorate Programme in Public Health together with two HIPO doctors who were successfully enrolled into Masters of Public Health by NUS. A total of 16 HIPO managers and 9 HODs have completed the Workplace Fairness class in preparation for the Act coming into force in 2026/2027.

SATA CEO conducted a virtual town-hall which had strong participation of 223 staff from 12 centres. In its third year, the CEO-Meet-People sessions saw 154 staff proactively provide on the ground and real time feedback/operating issues directly to CEO and Head of HR. The Board and Management expressed appreciation to all the staff and families at the 78th Anniversary Family Day at Flower Dome where 387 staff and family members attended. SATA also had Nurses Day Celebration lunches for all staff across departments and job vocations in the medical centres/SHQ with a special gift for 88 nurses.

Additionally, SATA CEO was nominated by AIC and accepted into MOH 4th Leadership Course for Healthcare comprising of CEOs and Chiefs from public health institutions. 5 HIPOs were nominated and accepted into AIC IMPACT Leadership by SMU starting Jan 2026 as well.

For staff development and learning, following courses were also conducted:

- Skills training in communications and relationship management
- Clinical summit in quality & safety in healthcare for doctors
- MOH mandatory BCLS and AED for our frontliners
- PDPA certification as required for SATA TRUST Mark
- On-line Cyber-Security certification for all staff

88 staff received their long service awards at the Anniversary Family Day from SATA CommHealth's Chairman and CEO.

SATA will continue to pursue the development of our workforce and deployment /adoption of digitization and enabling Gen AI tools and solutions to improve workplace, communication, learning and reduce wastage (waiting time and resources) in HR work processes.

F. Investment & Finance

The Investment and Finance Committee (IFC) is responsible for overseeing the performance of the Fund Manager, as well as reviewing SATA CommHealth's financial performance and annual budget. The committee reviewed the investment performance of the Fund Manager, financial performance and annual budget of the organisation. Additionally, the IFC reviewed the Reserve Policy, the level of reserves and disclosure in Annual Report and financial statements.

Fullerton Fund Management Company Ltd has been appointed Fund Manager to manage SATA CommHealth's investment portfolio since August 2023. The Investment Management Agreement ("IMA") with Fullerton Fund

Management Company Ltd incorporates SATA CommHealth's Investment Policy Statement ("IPS"), which outlines the organisation's investment objectives, strategies, asset allocation plans, allowable and prohibited transactions, as well as reporting and oversight procedures. The IPS serves as a guide for the Board, IFC and Management to make investment related decisions in an accountable and prudent manner. The primary investment objectives of the fund are capital preservation with long-term stable growth, achieve good returns with a prudent level of risk. In addition, the key investment strategy is to maintain reasonable exposure to a wide range of investment opportunities across various asset classes, ensuring adequate diversification for the desired returns.

SATA CommHealth is committed to integrating ESG (Environmental, Social and Governance) factors into its investment strategies and mandate. It is an essential part of SATA CommHealth's long term and holistic approach to sustainability in its investment strategy, risk management and corporate culture and processes.

The IFC gives advice and guidance to the Board and management on finance and investment activities including reserves, financial performance, new projects finance, authorisation limits, standard operating procedures, financial reporting, the annual budget, renewal of investment Management Agreement (IMA) and other related matters.

G. Programmes, Services & Medical

The Programmes, Services and Medical Committee (PSMC) supports the Board in fulfilling its governance responsibilities by providing oversight and advice on clinical governance, clinical standards, community programmes, social services, ethical practices, and relevant medicolegal and medicosocial matters. The Committee ensures that SATA CommHealth's programmes and services are delivered in accordance with established standards of quality, safety, and accountability.

The PSMC also advises the Board and Management on medical, social, and community considerations relating to organisational operations, service development, and strategic growth. This includes oversight of collaborations and partnerships with external stakeholders such as public healthcare institutions, relevant Ministries, social service agencies, private entities, and healthcare groups, to support SATA CommHealth's mission and long-term sustainability.

In 2025, the PSMC provided governance oversight for several key service developments. These included the launch of SATA CommHealth's first Dialysis Centre in Fernvale, which delivers subsidised haemodialysis services for patients with end-stage renal failure using a holistic, patient-centred care model. The Committee also oversaw the establishment of SATA CommHealth's first Dental Centre, providing highly subsidised dental services to migrant workers, thereby improving access to essential oral healthcare for an underserved population.

In addition, the PSMC continued to monitor and advise on the Migrant Worker Programme, ensuring that appropriate clinical governance frameworks, quality assurance processes, and ethical standards were upheld throughout programme delivery.

H. Tender

The Tender Committee (TC) governs SATA CommHealth's tendering process, ensuring transparency and timeliness through Board-approved policies. In addition to risk management and mitigation, the TC provides critical oversight for such high-value procurements like tenders, which exceed \$100,000 in a single purchase order from the same vendor.

The highlight from 2025 was the TC approval of tender for an x-ray electric vehicle to support community engagement and other related services. For this project, the TC implemented a two-stage Quality-Price Tender Evaluation Matrix to balance technical excellence with cost-effectiveness.

I. Binjai Advisory

The Binjai Advisory Committee (BAC) explores innovations in health care and how these innovations can be scaled up for use in new or existing programmes. It makes recommendations to the Board.

COMPOSITION OF BOARD COMMITTEES

COMMITTEE	NAME	DESIGNATION	MEETINGS ATTENDED
AUDIT & RISK (ARC) <i>Meetings held: 2</i>	Ms Trillion So	Member, Chairman (since 1 Oct 2025)	2 / 2
	Ms Charlotte Hsu	Member	2 / 2
	Ms Nur Ashikin	Member	2 / 2
	Mr Sachin Sheth	Member (since 1 Oct 2025)	1 / 1
	A/P Themin Suwardy	Chairman (till 1 Oct 2025)	1 / 1
DIGITAL (DC) <i>Meetings held: 3</i>	Mr John Yong	Chairman (since 23 Jun 2020)	3 / 3
	Mr Chua Teck Joo	Member	3 / 3
	Dr Lee Yeong Shyan	Member	2 / 3
	Ms Nur Ashikin	Member	0 / 1
FUND-RAISING & ADVOCACY (FRAC) <i>Meetings held: 3</i>	Ms Tan Bin Ru	Chairman (since 1 Feb 2023)	3 / 3
	Ms Suryahti Abdul Latiff	Member	0 / 3
	Mr Melvin Yong	Member	2 / 3
	Dr Lei Hsien Hsien	Member, Vice-Chair (since 1 Oct 2025)	2 / 3
	Ms Georgette Tan	Member	2 / 3
	Mr Steven Seow	Member	2 / 3
	Ms Karen Wee	Member (till 1 Oct 2025)	1 / 2
GOVERNANCE AND NOMINATING (GNC) <i>Meetings held: 4</i>	Ms Charlotte Hsu	Chairman (since 26 Jun 2024)	4 / 4
	A/P Themin Suwardy	Member	4 / 4
	Mr Tan Boon Gin	Member	3 / 4
	Mr Shailesh Ganu	Member	4 / 4
HUMAN RESOURCES (HRC) <i>Meetings held: 3</i>	Mr Shailesh Ganu	Chairman (since 1 Jan 2020)	3 / 3
	Mr Robert Chong	Member	3 / 3
	Ms Justina Tan	Member	1 / 3
	Ms Khoo Swee Lan	Member (since 26 Jun 2025)	1 / 1
INVESTMENT AND FINANCE (IFC) <i>Meetings held: 4</i>	A/P Themin Suwardy	Member, Chairman (since 1 Oct 2025)	4 / 4
	Mr John Yong	Member	3 / 4
	Mr Matthew Tham	Member	2 / 4
	Mr Shivkumar Mahadevan	Member, Vice-Chair (since 1 Oct 2025)	3 / 4
	Ms Karen Wee	Member (since 1 Oct 2025)	1 / 1
	Mr Sachin Sheth	Member (since 1 Oct 2025)	1 / 1
	Mr Ang Hao Yao	Member (till 30 May 2025)	1 / 2
	Mrs Chia-Tern Huey Min	Chairman (till 1 Oct 2025)	2 / 3
PROGRAMMES, SERVICES & MEDICAL (PSMC) <i>Meetings held: 3</i>	A/P Ang Seng Bin	Chairman (since 20 Jun 2023)	3 / 3
	Dr Ian Leong	Member	3 / 3
	Dr Wei Ker-Chiah	Member	3 / 3
	Dr Lee Jer En	Member	2 / 3
	Ms Karen Wee	Member	3 / 3
	A/P How Choon How	Member	3 / 3
	Dr Chua Wei Bin	Member	1 / 3
	Dr Voo Yau Onn	Member (since 26 Jun 2025)	1 / 1
	Dr Luke Toh	Member (since 1 Oct 2025)	1 / 1
	Mr Lau Wing Chew	Member (till 30 May 2025)	1 / 1

COMPOSITION OF BOARD COMMITTEES (cont.)

COMMITTEE	NAME	DESIGNATION	MEETINGS ATTENDED
TENDER (TC)	Ms Karen Wee	Chairman (since 26 Jun 2024)	<i>Tender matters were circulated for the Committee's approval.</i>
	Mr Tan Boon Gin	Member	
	Mr Robert Chong	Member	
	Ms Cyndi Pei	Member (since 25 Jun 2025)	
BINJAI ADVISORY (BAC) <i>Meetings held: Nil</i>	Ms Charlotte Hsu	Chairman (since 16 Jul 2022)	NA
	Mr Tan Boon Gin	Member	
	Ms Tan Bin Ru	Member	
	A/P Ang Seng Bin	Member	
	Mr Shailesh Ganu	Member (since 1 Oct 2025)	
	Mr Robert Chong	Member (since 1 Oct 2025)	
	A/P Themin Suwardy	Member (since 1 Nov 2025)	
	Mr Chua Teck Joo	Member (till 30 May 2025)	
	Ms Tern Huey Min	Member (till 1 Oct 2025)	
	Dr Wei Ker Chiah	Member (till 30 Oct 2025)	

ANNUAL REMUNERATION DISCLOSURE

Beyond what is recommended under the revised Code of Governance for Charities and IPCs, April 2023, the following shows the five highest paid staff with remunerations above \$100,000 in bands of \$50,000 (based on 2025 gross income to be filed to IRAS) are:

	2024	2025
\$350,001 - \$400,000	3	4
\$300,001 - \$350,000	1	0
\$250,001 - \$300,000	1	1

One of the above staff serves as ex-officio on the Board, with no voting rights.

SATA CommHealth did not have any paid staff who are close members of the family of the Executive Head or Board Members, who received remuneration exceeding \$50,000 during the financial year. No staff are involved in setting their own remuneration.

The Board directors do not receive any fees/ remuneration for board services, nor any other services rendered during the year.

AWARDS

SATA CommHealth is honoured to have received the Charity Transparency Award (from 2016 to 2019, 2022 to 2024) and Charity Governance Award (in 2018). These awards took a hiatus in 2020, 2021 and 2025.

In 2024, SATA CommHealth was also awarded Special Commendation for Succession Planning by the Charity Council. These awards affirmed our commitment to be effective, transparent and accountable to our stakeholders.

GOVERNANCE EVALUATION CHECKLIST

The Governance Evaluation Checklist (GEC) covers the key guidelines in the Code of Governance for Charities and IPCs (“the Code”). Below is SATA CommHealth’s compliance with GEC (Tier 2) for FY2025:

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED “NO” OR “PARTIAL COMPLIANCE”, PLEASE EXPLAIN.
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.	1.3	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 design nated 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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED “NO” OR “PARTIAL COMPLIANCE”, PLEASE EXPLAIN.
PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT. (cont.)				
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	
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: 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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED "NO" OR "PARTIAL COMPLIANCE", PLEASE EXPLAIN.
PRINCIPLE 2: THE CHARITY HAS AN EFFECTIVE BOARD AND MANAGEMENT. (cont.)				
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	
14	For Treasurer (or equivalent position) only: 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. 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.	2.9d	Yes	
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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED "NO" OR "PARTIAL COMPLIANCE", PLEASE EXPLAIN.
PRINCIPLE 3: THE CHARITY ACTS RESPONSIBLY, FAIRLY AND WITH INTEGRITY. (cont.)				
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	Yes	
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. 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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED "NO" OR "PARTIAL COMPLIANCE", PLEASE EXPLAIN.
PRINCIPLE 4: THE CHARITY IS WELL-MANAGED AND PLANS FOR THE FUTURE. (cont.)				
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	Yes	
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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED "NO" OR "PARTIAL COMPLIANCE", PLEASE EXPLAIN.
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	
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	

GOVERNANCE EVALUATION CHECKLIST (cont.)

SN	CALL FOR ACTION	CODE ID	DID THE CHARITY PUT THIS PRINCIPLE INTO ACTION?	IF YOU HAVE INDICATED "NO" OR "PARTIAL COMPLIANCE", PLEASE EXPLAIN.
PRINCIPLE 5: THE CHARITY IS ACCOUNTABLE AND TRANSPARENT. (cont.)				
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	

CORPORATE INFORMATION

Banker	Oversea-Chinese Banking Corporation Limited
Statutory Auditor	Deloitte & Touche LLP
Internal Auditor	Ernst & Young Advisory Pte. Ltd
Investment Advisor	Fullerton Fund Management Company Ltd
Lawyers	Mira Law LLC LMJ Law Corporation Terra Law LLC CTLC Law Corporation
Governing instrument	Constitution of SATA CommHealth (Amended up to 31 January 2019)
Charity status	Company Limited by Guarantee
UEN	194700119G
Current IPC status	20 June 2025 to 19 June 2028

GLOSSARY

Abbreviation	Definition
AED	Automated External Defibrillator
AGM	Annual General Meeting
AIC	Agency for Integrated Care
ARC	Audit and Risk Committee
BAC	Binjai Advisory Committee
BCLS	Basic Cardiac Life Support
COI	Conflict of Interest
DC	Digital Committee
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance
FRAC	Fund-Raising and Advocacy Committee
GEC	Governance Evaluation Checklist
GNC	Governance and Nominating Committee
HIPO	High Potential
HOD	Head of Department
HR	Human Resource
HRC	Human Resource Committee
IFC	Investment and Finance Committee
IMA	Investment Management Agreement
IMDA	Infocomm Media Development Authority
IPS	Investment Policy Statement
IRAS	Inland Revenue Authority of Singapore
KPIs	Key Performance Indicators
MOH	Ministry of Health
NCSS	National Council of Social Service
PSMC	Programmes, Services and Medical Committee
SDG	Sustainable Development Goals
TC	Tender Committee
TOR	Terms of Reference

DIRECTORS' STATEMENT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2025

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DIRECTORS' STATEMENT

The directors present their statement together with the audited financial statements of the Company for the financial year ended 31 December 2025.

In our opinion:

- (a) The accompanying financial statements set out on pages 6 to 43 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and the financial activities, changes in accumulated fund and cash flows of the Company for the year ended on that date in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations") and the Financial Reporting Standards in Singapore; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due. The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

DIRECTORS

The directors in office at the date of this statement are as follows:

Mr Tan Boon Gin	(Chairman)
A/Prof Themín Suwardy	(Vice-Chairman)
A/Prof Ang Seng Bin	(Vice-Chairman)
Mr John Yong Tiong Hwee	
Mr Ganu Shailesh Anand	
Ms Karen Wee Siew Lin	
Ms Charlotte Hsu Yuh Feng	
Ms Tan Bin Ru Mr Robert Chong	
Ms Trillion So	Appointed on 1 October 2025

DIRECTORS' INTERESTS

The Company is limited by guarantee and has no share capital and debentures.

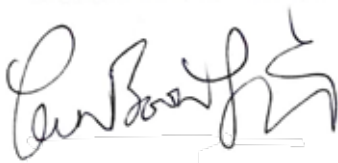
SHARE OPTIONS

The Company is limited by guarantee. As such, there are no share options or unissued shares under option.

AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

On behalf of the Board of Directors



Mr Tan Boon Gin
Chairman



Mr A/Prof Themín Suwardy
Vice-Chairman

16 May 2026

INDEPENDENT AUDITOR'S REPORT

MEMBERS OF SATA COMMHEALTH
(Limited By Guarantee And Not Having A Share Capital)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of SATA CommHealth (the "Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of financial activities, statement of changes in accumulated fund and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 67 to 103.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act"), the Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations"), and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial activities, changes in accumulated fund and cash flows of the Company for the year ended on that date.

Basis for Opinion

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

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the Directors' Statement set out on page 64, but does not include the financial statements and our auditor's report thereon.

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

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

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

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, the Charities Act and Regulations and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

INDEPENDENT AUDITOR'S REPORT

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

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

- (a) the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditor's report is Wong Hui Jing.



Public Accountants and Chartered Accountants Singapore
16 May 2026

STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Note	2025 \$	2024 \$
ASSETS			
Current assets			
Cash and cash equivalents	5	5,911,271	7,645,437
Trade and other receivables	6	2,923,920	1,855,262
Inventories	7	388,425	330,513
Prepayments		367,675	313,375
Investments	8	77,557,887	58,844,735
		87,149,178	68,989,322
Asset classified as held for sale	26	4,341,633	-
		91,490,811	68,989,322
Non-current asset			
Property, plant and equipment	9	10,984,126	14,187,762
Total assets		102,474,937	83,177,084
FUND AND LIABILITIES			
Current liabilities			
Lease liabilities	10	1,329,452	872,077
Other liabilities	11	160,364	109,838
Provision for reinstatement cost	12	417,043	259,394
Trade and other payables	13	10,090,590	8,411,008
Other deposit	13, 26	12,000,000	-
		23,997,449	9,652,317
Non-current liabilities			
Lease liabilities	10	947,703	1,443,185
Provision for reinstatement cost	12	441,599	283,012
		1,389,302	1,726,197
Total liabilities		25,386,751	11,378,514
Fund			
Accumulated fund	14	77,088,186	71,798,570
Total fund		77,088,186	71,798,570
Total fund and liabilities		102,474,937	83,177,084

See accompanying notes to financial statements.

STATEMENT OF FINANCIAL ACTIVITIES

As at 31 December 2025

	Note	2025 \$	2024 \$
INCOMING RESOURCES			
Voluntary income			
Donations	15	1,294,633	1,399,055
Grants – others	16	1,850,594	2,314,266
Charitable income		7,595,276	5,427,728
Income from community outreach activities			
Funds generating activities			
Clinical, diagnostic imaging and laboratory services fees	17	45,476,248	46,156,839
Interest and dividend income	18	63,116	91,918
Rental income	24	1,010,649	776,016
Other income	19	28,438	3,429
Total incoming resources		57,318,954	56,169,251
RESOURCES EXPENDED			
Cost of generating funds			
Clinical, diagnostic imaging and laboratory services expenses	20	(32,835,674)	(31,602,247)
Investment management fees		(159,828)	(133,726)
Resources expended for charitable activities			
Operating expenses	21	(17,240,515)	(12,276,774)
Administrative expenses			
Administrative expenses	22	(7,625,497)	(8,972,546)
Total resources expended		(57,861,514)	(52,985,293)
NET (DEFICIT)/SURPLUS BEFORE OTHER RECOGNISED GAIN		(542,560)	3,183,958
OTHER RECOGNISED GAIN/(LOSS)			
Rebate income from investment portfolio		440,415	489,878
Gain on disposals of financial instruments		1,366,422	975,771
Fair value gain on financial instruments		4,191,589	4,375,066
Foreign exchange translation loss		(166,250)	(66,723)
Total other recognised gain		5,832,176	5,773,992
NET SURPLUS FOR THE YEAR		5,289,616	8,957,950

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN ACCUMULATED FUND

Year ended 31 December 2025

	2025 \$	2024 \$
Current year:		
Balance at beginning of the year	71,798,570	62,840,620
Movements in fund:		
Net surplus for the year	5,289,616	8,957,950
Balance at end of the year	77,088,186	71,798,570

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Net surplus for the year		5,289,616	8,957,950
Adjustments for:			
Depreciation of property, plant and equipment	9	3,246,114	4,649,768
Allowance for impairment of trade receivables	6	151,850	124,755
Amortisation of deferred capital grant	11	(26,325)	(26,664)
Rebate income from investment portfolio ⁽¹⁾		(440,415)	(489,878)
Gain on disposals of financial instruments ⁽¹⁾		(1,366,422)	(975,771)
Fair value gain on financial instruments		(4,191,589)	(4,375,066)
Loss on disposal of plant and equipment		33,161	215
Gain on early lease termination		(425)	-
Interest income from investments ⁽¹⁾	18	(29,634)	(6,454)
Interest expense		156,897	163,214
Dividend income ⁽¹⁾	18	(33,482)	(85,464)
Investment management fee and charges ⁽¹⁾		159,828	133,726
Foreign exchange translation loss on investment portfolio ⁽¹⁾		166,250	66,723
		3,115,424	8,137,054
Changes in working capital:			
Inventories		(57,912)	(39,300)
Trade and other receivables		(1,220,508)	255,563
Prepayments		(54,300)	(52,294)
Trade and other payables		2,160,760	180,923
Other deposit		12,000,000	-
Net cash from operating activities		15,943,464	8,481,946
Cash flows from investing activities			
Purchase of plant and equipment		(3,337,151)	(667,216)
Proceeds from sales of property, plant and equipment		5,568	2,301
Addition to investment portfolio		(13,000,000)	(7,000,000)
Interest received		3,951	4,140
Net cash used in investing activities		(16,327,632)	(7,660,775)
Cash flows from financing activities			
Interest paid	24	(140,655)	(140,211)
Payment of lease liabilities	10	(1,209,343)	(1,148,326)
Net cash used in financing activities		(1,349,998)	(1,288,537)
Net decrease in cash and cash equivalents		(1,734,166)	(467,366)
Cash and cash equivalents at beginning of the year		7,645,437	8,112,803
Cash and cash equivalents at end of the year	5	5,911,271	7,645,437

Non-cash disclosure during the year

⁽¹⁾ Certain income, gains or losses relating to the financial instruments were offset against or reinvested into the investment portfolio during the year.

See accompanying notes to financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION

SATA CommHealth ("the Company") is a voluntary, not-for-profit organisation limited by guarantee and incorporated in the Republic of Singapore, with its principal place of business and registered office at 351 Chai Chee Street, SATA CommHealth Building, Singapore 468982. On 20 June 2019, the Company was designated as an Institution of a Public Character ('IPC') under the Singapore Charities Act 1994. The IPC status was renewed for another 3 years to 19 June 2028.

The principal activities of the Company are the provision of clinical, diagnostic imaging and laboratory services for the prevention, diagnosis and treatment of tuberculosis, chest and heart diseases as well as other medical and health-related services.

Each member of the Company has undertaken to contribute such amounts not exceeding \$50 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company had 44 (2024 : 43) members at the end of the reporting year.

The memorandum and articles of association restrict the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividends to members.

The financial statements of the Company for the year ended 31 December 2025 were authorised for issue by the Board of Directors on 16 May 2026.

1.1 BASIS OF PREPARATION

The financial statements have been prepared on the historical cost basis, except as disclosed in the material accounting policy information below, and are drawn up in accordance with the provisions of the Companies Act 1967 and Financial Reporting Standards in Singapore ("FRSs"). The financial statements are expressed in Singapore dollars.

1.2 ADOPTION OF NEW AND REVISED STANDARDS

In the current year, the Company has applied all the new and revised FRSs that are mandatorily effective for an accounting period that begins on or after 1 January 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

1.3 STANDARD ISSUED BUT NOT EFFECTIVE

As at the date of authorisation of these financial statements, the Company has not applied following new and revised FRSs that have been issued but are not yet effective that may be relevant to the Company.

- **FRS 118: Presentation and Disclosure in Financial Statements (effective from 1 January 2027)**

Management is currently undergoing assessment on the impact on the adoption of the following FRS amendment.

FRS 118 Presentation and Disclosures in Financial Statements

FRS 118 replaces FRS 1, carrying forward many of the requirements in FRS 1 unchanged and complementing them with new requirements. In addition, some FRS 1 paragraphs have been moved to FRS 8 and FRS 107. Furthermore, minor amendments to FRS 7 have been made.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

FRS 118 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss;
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements; and
- improve aggregation and disaggregation.

An entity is required to apply FRS 118 for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The amendments to FRS 7, as well as the revised FRS 8 and FRS 107, become effective when an entity applies FRS 118. FRS 118 requires retrospective application with specific transition provisions.

1.4 MATERIAL ACCOUNTING POLICY INFORMATION

FOREIGN CURRENCY TRANSACTIONS AND TRANSLATIONS

The financial statements of the Company are measured and presented in Singapore dollars, which is the currency of the primary economic environment in which the Company operates (its functional currency).

In preparing the financial statements of the Company, transactions in currencies other than the entity's functional currency are recorded at the rates of exchange prevailing on the date of the transaction.

At end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at the end of the reporting period. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the period. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the period except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the financial statements is determined on such a basis, except leasing transactions that are within the scope of FRS 116 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net recognised value in FRS 2 *Inventories* or value in use in FRS 36 *Impairment of Assets*.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

In addition, for financial reporting purposes, fair value measurements are recognised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Company recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

FINANCIAL INSTRUMENT

Financial assets and financial liabilities are recognised on the Company's statement of financial position when the Company becomes a party to the contractual provisions of the instrument.

Financial assets

The classification of financial assets is based on two criteria: the Company's business model for managing the assets and whether the instruments' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

Financial assets at amortised cost

Debt instruments that meet the following conditions and are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost is measured at FVTPL. Specifically:

- Investments in equity instruments are classified as at FVTPL, unless the Company designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.
- Debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria are classified as at FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognised the gains and losses on them on different bases. The Company has not designated any debt instruments as at FVTPL.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

FINANCIAL INSTRUMENT (CONT.)

Financial assets at FVTPL are measured at fair value as at each reporting date, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss incorporates any foreign exchange gains and losses on the financial asset. Fair value is determined in the manner described in Note 3.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial instruments other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses ("ECL") on trade and other receivables and contract assets. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

For all financial assets measured at amortised cost, the Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Company considers historical experience and forward-looking information that is available without undue cost or effort.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

FINANCIAL INSTRUMENT (CONT.)

Significant increase in credit risk (cont.)

The Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 180 days past due, unless the Company has reasonable and supportable information that demonstrates otherwise.

Definition of default

The Company considers that default has occurred when a financial asset is more than 180 days past due unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

Write-off policy

The Company writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Company's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of expected credit losses

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate.

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

FINANCIAL INSTRUMENT (CONT.)

Financial liability

Classification as debt

Debt instruments issued by the Company are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

Financial liabilities

Financial liabilities are classified as either financial liabilities "at fair value through profit or loss" or other financial liabilities.

Financial liabilities at fair value through profit or loss (FVTPL)

Financial liabilities are classified as at FVTPL where the financial liability is either held for trading or it is designated as at FVTPL.

A financial liability is classified as held for trading if:

- it has been incurred principally for the purpose of repurchasing in the near future; or
- it is a part of an identified portfolio of financial instruments that the Company manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

A financial liability other than a financial liability held for trading may be designated as at FVTPL upon initial recognition if:

- such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise; or
- the financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Company's documented risk management or investment strategy, and information about the grouping is provided internally on that basis; or
- it forms part of a contract containing one or more embedded derivatives, and FRS 109 permits the entire combined contract (asset or liability) to be designated as at FVTPL.

Financial liabilities at fair value through profit or loss are initially measured at fair value and subsequently stated at amortised cost, with any resultant gain or loss recognised in profit or loss. Fair value is determined in the manner described in Note 3.

Other financial liabilities

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method, with interest expense recognised on an effective interest method.

Derecognition of financial liability

The Company recognises a financial liability when, and only when, the Company's obligations are discharged, cancelled or they expire.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

FINANCIAL INSTRUMENT (CONT.)

Derivative financial instruments

The Company holds derivative financial instruments to hedge its foreign currency exposures.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at the date of each reporting period. Derivatives are presented on the statement of financial position as derivative assets and derivative liabilities.

The resulting gain or loss arising from changes in the fair value of derivative financial instruments are recognised in profit or loss. The resultant gain or loss arising from commodity related derivatives and foreign exchange related derivatives are included in the statement of financial activities.

LEASES

The Company as lessee

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses the incremental borrowing rate specific to the lessee.

Lease payments included in the measurement of the lease liability comprise fixed lease payments (including in-substance fixed payments).

The lease liability is presented as a separate line in the statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate; and
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

LEASES (CONT.)

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. The costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the statement of financial position.

The Company applies FRS 36 to determine whether a right-of-use asset is impaired and account for any identified impairment loss.

As a practical expedient, FRS 116 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has used this practical expedient.

INVENTORIES

Inventories held at lower of cost or net realisable value. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

PROPERTY, PLANT AND EQUIPMENT

Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Freehold land	– Not depreciated
Freehold and leasehold buildings	– 50 years
Furniture, fittings, office computers and clinic equipment	– 3 to 10 years
Motor vehicles	– 10 years

The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in profit or loss.

Fully depreciated assets still in use are retained in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

IMPAIRMENT OF NON-FINANCIAL ASSETS

At the end of each reporting period, the Company reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

PROVISIONS

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

GOVERNMENT GRANTS

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Company recognised as expenses the related costs for which the grants are intended to compensate.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Company with no future related costs are recognised in profit or loss in the period in which they become receivable.

DONATION IN KIND

A donation in kind is initially recognised based on an estimate of the fair value at the date of the receipt of the non-monetary asset and any resulting income should be deferred until all conditions are satisfied.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

REVENUE RECOGNITION

Goods and services sold

Income from sale of goods and services in the ordinary course of business is recognised when the Company satisfies a performance obligation ("PO") by transferring control of a promised good or service to the customer. The amount of income recognised is the amount of the transaction price allocated to the satisfied PO.

The transaction price is allocated to each PO in the contract on the basis of the relative stand-alone selling prices of the promised goods or services. The individual standalone selling price of a good or service that has not previously been sold on a stand-alone basis, or has a highly variable selling price, is determined based on the residual portion of the transaction price after allocating the transaction price to goods and/or services with observable stand-alone selling prices.

A discount or variable consideration is allocated to one or more, but not all, of the performance obligations if it relates specifically to those performance obligations.

The transaction price is the amount of consideration in the contract to which the Company expects to be entitled in exchange for transferring the promised goods or services. The transaction price may be fixed or variable and is adjusted for time value of money if the contract includes a significant financing component. Consideration payable to a customer is deducted from the transaction price if the Company does not receive a separate identifiable benefit from the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative income will not occur when the uncertainty associated with the variable consideration is resolved.

Income may be recognised at a point in time or over time following the timing of satisfaction of the PO. If a PO is satisfied over time, income is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that PO.

Income from community outreach activities

Charitable income is recognised at a point in time when services are rendered to beneficiaries. The amounts of revenue recognised is based on the consideration receivable for the services provided, net of any discounts or waivers granted in line with the charitable objective. Where services are subsidised by government schemes or third-party programmes, revenue is recognised when there is reasonable assurance that the income will be received and the related conditions, if any, have been fulfilled.

Investment income

Interest income is recognised as it accrues, using the effective interest rate that takes into account the effective yield on the asset. Dividend income from investments is recognised when the Company's right to receive the dividend is legally established.

On disposal, the difference between carrying amount and the sale proceeds of financial assets designated at fair value through profit or loss is recognised as income in statement of financial activities.

Donations and corporate cash sponsorships

Income from donations and corporate cash sponsorships are accounted for when received, except for committed donations and corporate cash sponsorships that are recorded when the commitments are signed. Such income is only deferred when: the donor specifies that the grant or donation must only be used in future accounting periods; or the donor has imposed conditions which must be met before the Company has unconditional entitlement.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. GENERAL INFORMATION (CONT.)

1.4 MATERIAL ACCOUNTING POLICY INFORMATION (CONT.)

DEFINED CONTRIBUTION PLANS

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans. The Company has no further payment obligations once the contributions have been paid.

EMPLOYEE LEAVE ENTITLEMENT

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period.

SHORT-TERM EMPLOYEE BENEFITS

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

CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash at bank that are readily convertible to known amount of cash and are subjected to an insignificant risk of change in value.

INCOME TAX

As a charity, the Company is exempted from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's material accounting policies, which are described in Note 1.4, the management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

(i) Critical judgements in applying the Company's material accounting policies

Management is of the opinion that any instances of judgements are not expected to have a significant effect on the amounts recognised in the financial statements, apart from those involving estimations which are disclosed separately below.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT.)

(ii) Key sources of estimation uncertainty

Management is of the opinion that there are no key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year except for:

Estimation of fair value of financial instruments

Management actively assesses the fair value of financial instruments. For financial instruments quoted in active market, the market price is treated as fair value. For financial instruments not quoted in active market, present value of the estimated future cash flows are used as a valuation method to determine the fair value.

The valuation technique involves uncertainties and requires assumptions and judgements regarding credit risks and discount rates. Changes in these assumptions will affect the estimated value of financial instruments. The Company uses a variety of methods and makes assumptions that are based on market conditions existing at the end of the reporting period which are disclosed in Note 3(b)(vi).

The carrying amounts of financial instruments are disclosed in Note 8 to the financial statements respectively.

Calculation of loss allowance for receivables

When measuring ECL, management uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

In this regard, management is satisfied that the loss allowance as at 31 December 2025 of \$226,232 (2024 : \$364,947) is adequate. The carrying amount of Company's total receivables as at 31 December 2025 is \$2,923,920 (2024 : \$1,855,262).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	2025 \$	2024 \$
Financial assets		
Financial assets measured at amortised cost:		
Cash and cash equivalents	5,911,271	7,645,437
Trade and other receivables	2,923,920	1,855,262
Financial assets measured at fair value through profit or loss:		
Financial investment at fair value through profit or loss	77,557,887	58,844,735
	86,393,078	68,345,434
Financial liabilities		
Financial liabilities measured at amortised cost:		
Trade and other payables	8,290,649	7,824,978

(b) Financial risk management policies and objectives

The Company's overall financial risk management programme seeks to minimise potential adverse effects of financial activities of the Company.

There has been no significant change to the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

(i) Credit risk

The Company's exposure to credit risk arises from the possibility that a counterparty to a transaction might fail to perform under its contractual commitment, which could result in the Company incurring losses.

The Company has credit guidelines set by the Company which limit the Company's current and potential credit exposure to any one counterparty.

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers, cash and cash equivalents and investment securities.

The Company has policies in place to ensure that credit risk is mitigated.

Trade and other receivables

The Company's credit risk is primarily attributable to its trade and other receivables. The amounts presented in the statement of financial position are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

Further details of credit risks on trade and other receivables are disclosed on Note 6.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) Financial risk management policies and objectives (cont.)

(i) Credit risk (cont.)

Cash and cash equivalents

Cash and cash equivalents are placed with financial institutions which are regulated. Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents was negligible.

Funds under management classified as FVTPL

Investment manager is responsible for managing the investments in accordance with the provisions set out in the Company's Memorandum and Articles of Association and the guidelines set out by the Investment Policy Statement as approved by the Board. The investment guidelines set forth investment objectives and risk parameters including eligible asset classes, minimum credit ratings and risk limits.

The funds are placed with reputable investment manager appointed by the Company for investment management.

Debt investments

The Company limits its exposure to credit risk on investments held by investing only in liquid debt securities and only with counterparties that have a credit rating of at least BBB-/Baa3 credit rating or above by Standard & Poor's or Moody's or equivalent, (such as those rated by the independent rating unit of the fund managers).

The exposure to credit risk for debt investments at FVTPL (2025 : FVTPL) at the reporting date by geographic region was as follows:

	2025 \$	2024 \$
Singapore	2,426	4,570,007
Luxembourg	48,618,605	31,879,053
	48,621,031	36,449,060

(ii) Foreign exchange risk

Foreign exchange risk is the risk that the value of financial assets or liabilities will fluctuate due to changes in foreign exchange rates. The Company is exposed to currency risk on investments and cash and cash equivalent balance that are denominated in a currency other than the functional currencies of the Company. The currencies in which these balances are denominated are United States Dollar and Japanese Yen.

At the end of the reporting period, the carrying amounts of monetary assets denominated in currencies other than the Company's functional currency are as follows:

	2025 \$	2024 \$
United States Dollar	16,921,826	17,938,858
Japanese Yen	-	565,010

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) *Financial risk management policies and objectives (cont.)*

(ii) Foreign exchange risk (cont.)

Foreign currency sensitivity

The following table details the impact on the Company's profit or loss as a result of a 10% (2024 : 10%) change in the foreign exchange rate. This percentage is deemed as reasonably possible change that will affect the outstanding foreign currency denominated monetary items at the end of reporting period.

If the relevant foreign currencies were to strengthen by 10% (2024 : 10%) against the functional currency of the Company, net surplus (deficit) will increase (decrease) by:

	2025	2024
	\$	\$
United States Dollar	1,692,183	1,793,886
Japanese Yen	-	56,501

If the relevant foreign currencies were to weaken by 10% (2024 : 10%) against the functional currency of the Company, there would be a comparable impact on the profit or loss, and the balances above would be in the opposite direction.

(iii) Interest rate risk

Interest rate risk refers to the risk experienced by the Company as a result of the fluctuation in interest rates. The Company is exposed to interest rate risk through the impact of rate changes on interest bearing liabilities and assets.

Exposure to interest rate risk

At the reporting date, the interest rate profile of the Company's interest-bearing financial instruments as reported to management was as follows:

	2025	2024
	\$	\$
Fixed rate instruments		
Financial assets	2,426	4,570,007
Variable rate instruments		
Financial assets	49,383,613	32,566,855

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial liabilities at fair value through profit or loss. Therefore, in respect of the fixed rate instrument, a change in interest rates at the reporting date would not affect statement of financial activities.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) *Financial risk management policies and objectives (cont.)*

(iii) Interest rate risk (cont.)

Cash flow sensitivity analysis for variable rate instruments

A change of 10 basis points in interest rates at the reporting date would have increased/(decreased) the Company's net surplus or deficit by the amounts shown below. This analysis assumes that all other variables in particular foreign currency rates, remain constant.

	Increase	Decrease
	\$	\$
31 December 2025		
Variable rate instruments	49,383	(49,383)
Cash flow sensitivity	49,383	(49,383)
31 December 2024		
Variable rate instruments	32,566	(32,566)
Cash flow sensitivity	32,566	(32,566)

(iv) Equity price risk

Equity price risk is the risk the fair value or future cash flows of the Company's investments will fluctuate because of the changes in market prices (other than interest or exchange rates). The Company is exposed to equity price risk arising from its financial assets at FVTPL.

Sensitivity analysis – equity price risk

The Company's equity securities are mainly listed on the stock exchanges in the United States of America.

	Carrying amount	
	2025	2024
	\$	\$
Equity investments - mandatorily at FVTPL	3,844,396	2,831,002

As at 31 December 2025, if the price for the equity securities increased by 10% with all other variable including tax rate being held constant, the increase in the Company's net surplus or deficit will result in an increase of \$ 2,731,523 (2024 : \$2,073,151). A similar 10% decrease in prices would have an equal opposite effect to the amount above.

(v) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operations and to mitigate the effects of fluctuations in cash flows.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) Financial risk management policies and objectives (cont.)

(v) Liquidity risk (cont.)

Liquidity analysis

Non-derivative financial liabilities

The following tables detail the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Company can be required to pay.

The table includes both interest and principal cash flows.

	On demand or within 1 year	2 to 5 years	Adjustment	Total
	\$	\$	\$	\$
2025				
Lease liabilities	1,417,544	984,238	(124,627)	2,277,155
Trade and other payables	8,290,649	-	-	8,290,649
	9,708,193	984,238	(124,627)	10,567,804
2024				
Lease liabilities	990,009	1,532,731	(207,478)	2,315,262
Trade and other payables	7,824,978	-	-	7,824,978
	8,814,987	1,532,731	(207,478)	10,140,240

(vi) Fair values of financial assets and financial liabilities

The fair values of financial assets and financial liabilities are determined as follows:

- (i) the fair values of financial assets and financial liabilities with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices;
- (ii) the fair values of other financial assets and financial liabilities (excluding derivative financial instruments) are determined in accordance with generally accepted pricing models based on discounted cash flow analysis using prices from observable current market transactions and dealer quotes for similar instruments; and
- (iii) the fair values of derivative financial instruments are determined using quoted prices. Where such prices are not available, the Company uses valuation models to determine the fair values based on relevant factors, including trade price quotations, time value and volatility factors underlying the commodities and commodity exchange price quotations and dealer quotations for similar commodities traded in different markets and geographical areas, existing at end of the reporting period.

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement in its entirety. If a fair value measurement uses observable inputs that require significant adjustment based on unobservable inputs, that measurement can be a Level 2 or Level 3 measurement. Where a valuation technique for these instruments is based on significant unobservable input, such instruments are classified as Level 3. Assessing the significance of a particular input to the fair value measurement in its entirety requires judgement, considering factors specific to the asset or liability.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) Financial risk management policies and objectives (cont.)

(vi) Fair values of financial assets and financial liabilities (cont.)

The determination of what constitutes 'observable' requires significant judgment by the Company. The Company considers observable data to be that market data that is readily available, regularly distributed or updated, reliable and verifiable, non-proprietary, and provided by independent sources that are actively involved in the relevant market.

The following table analyses within the fair value hierarchy the Company's financial assets (by class) measured at fair value at:

		Fair value	
		Level 3	Level 1
31 December 2025			
Assets			
Financial assets at fair value through profit or loss	8	72,091,865	5,466,022
31 December 2024			
Assets			
Financial assets at fair value through profit or loss	8	54,349,569	4,495,166

Investments whose values are based on quoted market prices in active markets, and therefore classified within Level 1, include active exchange traded equity securities.

Investments whose values are based on unquoted prices, and therefore classified within Level 3, include unobservable inputs for the asset or liability. These are recorded at reported values by the custodian.

The following table presents the movement in Level 3 instruments for the financial year ended 31 December 2025:

	2025	2024
	\$	\$
Balance at beginning of the year	54,349,569	41,247,663
Additions during the year ⁽¹⁾	28,950,241	18,164,848
Sales during the year ⁽¹⁾	(14,933,922)	(5,671,055)
Gain recognised in the statement of financial activities:		
Net change in fair value of financial assets through profit or loss	3,725,977	608,113
Balance at end of the year	72,091,865	54,349,569
Change in unrealised gains or losses for Level 3 assets held at year end and included in net changes in fair value on financial assets at fair value through profit or loss	5,043,839	4,318,292

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

3. FINANCIAL INSTRUMENTS, FINANCIAL RISK AND CAPITAL MANAGEMENT (CONT.)

(b) Financial risk management policies and objectives (cont.)

(vi) Fair values of financial assets and financial liabilities (cont.)

⁽¹⁾ Included in the additions during the year were proceeds from the sale of Level 3 financial instruments which were reinvested into the investment portfolio.

Investments in financial assets at fair value through profit or loss as at 31 December 2025 were valued either based on adjusted net asset value (“NAV”), or recently transacted price which is deemed the fair value of the financial assets as at the balance sheet date. Where the recently transacted price has been used, it has been concluded to best represent the fair value of the investment at the balance sheet date on the basis that there have been no significant changes in the investment between the transaction date and the balance sheet date.

There are no key unobservable inputs that need to be disclosed as all investments presented at fair value measurement is based on the fair value NAV or on the price of recent investment without adjustment.

(c) Capital management policies and objectives

The Company reviews its capital structure at least annually to ensure that the Company will be able to continue as a going concern. The capital structure of the Company comprises only accumulated fund.

The Company’s overall strategy remains unchanged from 2024.

4 RELATED PARTIES

Key management personnel compensation

	2025	2024
	\$	\$
Salaries and other short-term employee benefits	2,887,393	2,373,667

Key management personnel include the chief executive officer and 12 (2024 : 10) other senior officers. The amount forms part of salaries and other short-term employee benefits disclosed in Note 23.

Other related party transactions

It is not the practice for the trustees/office bearers, or people connected with them, to receive remuneration, or other benefits, from the Company for which they are responsible, or from institutions connected with the Company.

There were no related party transactions during the reporting year.

Board member compensation

The board members do not receive any compensation from the Company during the reporting year.

5. CASH AND CASH EQUIVALENTS

	2025	2024
	\$	\$
Cash at bank and in hand	5,911,271	7,645,437

The above balance excludes cash held by fund manager (see Note 8).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. TRADE AND OTHER RECEIVABLES

	2025	2024
	\$	\$
Trade receivables	1,319,602	1,480,901
Less: Loss allowances	(226,232)	(364,947)
	1,093,370	1,115,954
Deposits	272,874	245,347
Grant receivables	1,521,953	410,110
Other receivables	35,723	83,851
	2,923,920	1,855,262

As at 1 January 2024, trade receivables amounted to \$1,426,250 (net of loss allowance of \$319,545).

The Company limits its exposure to credit risk from trade receivables by establishing different credit terms. The average credit period generally granted to customers is about 30 days (2024 : 30 days) but some customers take a longer period to settle the amounts.

Loss allowance for trade receivables has always been measured at an amount equal to lifetime expected credit losses (ECL). The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and analysis of the debtor’s current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

There has been no change in estimation techniques or significant assumptions made during the current reporting period.

The ageing of trade receivables:

	2025	2024
	\$	\$
Trade receivables		
Current (Not past due)	818,237	337,407
1 – 30 days past due	212,783	523,809
31 – 60 days past due	26,363	141,525
61 – 90 days past due	55,934	57,654
91 – 180 days past due	39,331	62,833
More than 180 days past due	166,954	357,673
	1,319,602	1,480,901

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. TRADE AND OTHER RECEIVABLES (CONT.)

The following table provides information about the Company's exposure to credit risk and ECLs for trade receivables as at 31 December 2025.

	2025		2024	
	Not credit-impaired	Credit-impaired	Not credit-impaired	Credit-impaired
	\$	\$	\$	\$
Current (Not past due)	807,811	10,426	337,407	-
1 – 30 days past due	201,064	11,719	522,586	1,223
31 – 60 days past due	26,363	-	140,129	1,396
61 – 90 days past due	41,910	14,024	56,301	1,353
91 – 180 days past due	16,222	23,109	59,531	3,302
More than 180 days past due	-	166,954	-	357,673
Total gross carrying amount	1,093,370	226,232	1,115,954	364,947
Loss allowance	-	(226,232)	-	(364,947)
	1,093,370	-	1,115,954	-

Movement in the allowance for expected credit losses of trade receivables:

	Total
	\$
Balance as at 1 January 2024	319,545
Increase in loss allowance for the year	124,755
Amounts written off for the year	(79,353)
Balance as at 31 December 2024	364,947
Increase in loss allowance for the year	151,850
Amounts written off for the year	(290,565)
Balance as at 31 December 2025	226,232

Other receivables

Impairment on other receivables has been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Company considers that its other receivables have low risk of default based on actual credit loss experience with the counterparties. During the year, there was no indication of other receivables being irrecoverable. No loss allowance was recognised as at 31 December 2025 (2024 : \$Nil).

7. INVENTORIES

The following table provides information about the Company's exposure to credit risk and ECLs for trade receivables as at 31 December 2025.

	2025	2024
	\$	\$
Drugs and medical supplies	388,425	330,513
Cost of inventories included in the Statement of Financial Activities as clinical, diagnostic imaging and laboratory services expenses	1,728,573	1,182,987

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

8. INVESTMENTS

	2025	2024
	\$	\$
Cash held by custody bank/fund manager	1,609,520	1,709,995
Quoted equity investments – mandatorily at FVTPL	3,844,396	2,831,002
Forward exchange contracts	12,106	(45,831)
Unquoted equity investments designated at FVTPL	23,470,834	17,900,509
Unquoted debt investments designated at FVTPL	48,621,031	36,449,060
	77,557,887	58,844,735

The rate of interest for the cash on interest earning balances of \$894,335 (2024 : \$682,005) was 0.00% to 3.83% (2024 : 0.00% to 5.28%) per annum.

Debt instruments held have stated interest rates of 1.50% to 7.635% (2024 : 2.80% to 5.30%).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

9. PROPERTY, PLANT AND EQUIPMENT

	Freehold land*	Freehold building	Leasehold building	Furniture, fittings, office computer and clinic equipment	Motor vehicles	Asset in-progress	Right-of-use assets	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Cost								
At 1 January 2024	650,000	10,979,573	12,831,291	9,167,106	1,685,929	575	7,378,757	42,693,231
Additions**	-	27,370	81,741	765,076	-	354,002	60,164	1,288,353
Transfer of asset	-	-	-	575	-	(575)	-	-
Disposals/Written off	-	-	-	(937,089)	(170,682)	-	-	(1,107,771)
Modification	-	-	-	-	-	-	428,050	428,050
At 31 December 2024	650,000	11,006,943	12,913,032	8,995,668	1,515,247	354,002	7,866,971	43,301,863
Additions**	-	-	935,272	1,844,763	74,301	96,813	622,533	3,573,682
Transfer of asset	-	-	327,692	26,310	-	(354,002)	-	-
Disposals/Written off	-	-	-	(970,079)	(324,808)	-	(13,063)	(1,307,950)
Modifications	-	-	-	-	-	-	856,778	856,778
Reclassified as held for sale (Note 26)	-	(11,006,943)	-	-	-	-	-	(11,006,943)
At 31 December 2025	650,000	-	14,175,996	9,896,662	1,264,740	96,813	9,333,219	35,417,430
Accumulated depreciation								
At 1 January 2024	-	6,259,103	6,373,964	7,155,188	1,284,350	-	4,495,066	25,567,671
Depreciation for the year	-	245,487	2,490,057	629,927	70,434	-	1,213,863	4,649,768
Disposals/Written off	-	-	-	(934,573)	(170,682)	-	-	(1,105,255)
Adjustments	-	-	-	-	-	-	1,917	1,917
At 31 December 2024	-	6,504,590	8,864,021	6,850,542	1,184,102	-	5,710,846	29,114,101
Depreciation for the year	-	160,720	949,344	854,832	61,090	-	1,220,128	3,246,114
Disposals/Written off	-	-	-	(956,120)	(300,038)	-	(5,443)	(1,261,601)
Reclassified as held for sale (Note 26)	-	(6,665,310)	-	-	-	-	-	(6,665,310)
At 31 December 2025	-	-	9,813,365	6,749,254	945,154	-	6,925,531	24,433,304
Carrying value								
At 31 December 2024	650,000	4,502,353	4,049,011	2,145,126	331,145	354,002	2,156,125	14,187,762
At 31 December 2025	650,000	-	4,362,631	3,147,408	319,586	96,813	2,407,688	10,984,126

* The freehold land was donated to the Company in 1954.

** Included within the additions to property, plant and equipment of \$174,971 (2024 : \$560,973) that is unpaid as at end of financial year.

Right-of-use assets

The Company leases assets including premises for clinics and office equipment. The right-of-use assets arising from these leases are presented as part of property, plant and equipment. More information about the leases is in Note 24.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

10. LEASE LIABILITIES

	2025 \$	2024 \$
Lease liabilities	2,277,155	2,315,262
Current	1,329,452	872,077
Non-current	947,703	1,443,185
	2,277,155	2,315,262

Terms and debt repayment schedule

	Incremental borrowing rate %	Year of maturity	Face value \$	Carrying amount \$
2025				
Lease liabilities	4.10% to 5.63%	2025 to 2031	2,401,782	2,277,155
2024				
Lease liabilities	4.88% to 5.63%	2024 to 2028	2,522,740	2,315,262

Reconciliation of movements of liabilities to cash flows arising from financing activities

The table below details changes in the Company's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Company's statement of cash flows as cash flows from financing activities.

	Non-cash changes				
	1 January 2025 \$	Financing cash flows (i) \$	New lease liabilities \$	Other changes (ii) \$	31 December 2025 \$
Lease liabilities	2,315,262	(1,209,343)	622,533	548,703	2,277,155
	Non-cash changes				
	1 January 2024 \$	Financing cash flows (i) \$	New lease liabilities \$	Other changes (ii) \$	31 December 2024 \$
Lease liabilities	2,997,168	(1,148,326)	60,164	406,256	2,315,262

(i) The cash flows make up the net amount of repayment of lease liabilities.

(ii) Other changes include interest expense accruals net of interest expense paid and modifications and disposals of lease liabilities.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

11. OTHER LIABILITIES

	2025	2024
	\$	\$
At beginning of the year	109,838	130,502
Add: Capital grant receivables	76,851	6,000
Less: Deferred capital grant amortised	(26,325)	(26,664)
At end of the year	160,364	109,838

Other liabilities refer to deferred capital grants received from various organisations.

12. PROVISION FOR REINSTATEMENT COST

	2025	2024
	\$	\$
At beginning of the year	542,406	499,527
Provision made	316,236	43,565
Reversal during the year	-	(686)
At end of the year	858,642	542,406
Current	417,043	259,394
Non-current	441,599	283,012
	858,642	542,406

The provision for reinstatement cost is the estimated cost for dismantling, removing and reinstating the clinic premises to its original condition at the end of the lease term as required by the lease agreement. The provision is based on management's best estimate of the expenditure with reference to past quotations.

13. TRADE AND OTHER PAYABLES AND OTHER DEPOSIT

	2025	2024
	\$	\$
Payables for clinical, diagnostic imaging and laboratory supplies	1,811,392	1,882,980
GST payable	1,799,941	586,030
Accrued expenditure	6,055,810	5,518,551
Rental security deposit	423,447	423,447
	10,090,590	8,411,008
Other deposit (Note 26)	12,000,000	-

Other deposit pertains to deposit received from the sale of building and long-term lease (Note 26).

The Company's exposure to liquidity risk related to trade and other payables is disclosed in Note 3.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

14. ACCUMULATED FUND

	Note	2025	2024
		\$	\$
Restricted accumulated funds	(a)	903,577	1,280,451
Unrestricted accumulated funds		76,184,609	70,518,119
Total accumulated funds		77,088,186	71,798,570
No. of years reserves coverage of annual operating expenditure less investment management fees		1.32	1.33

The reserves of the Company provide financial stability and the means for the development of the Company's activities. The Company intends to maintain the reserves at a level sufficient for its operating needs. The directors review the level of reserves regularly for the Company's continuing obligations.

(a) The restricted accumulated funds relate to surplus funds arising from the President's Challenge Fund ("PCF") programme, Community Silver Trust and Migrant Welfare Fund.

The PCF is a restricted fund to support the Care-Giver's Health for Life ("CHFL").

	2025	2024
	\$	\$
PCF programme		
At beginning of the year	38,035	-
Grant received during the year	-	175,000
Utilised during the year	(38,035)	(136,965)
At end of the year	-	38,035

Company has received the following grants:

Community Silver Trust is a dollar-for-dollar donation matching grant provided by the Government to enhance the services of Social Service Agencies the Community Care sector.

	2025	2024
	\$	\$
CST scheme		
At beginning of the year	1,144,700	660,063
Grant received during the year	845,982	794,021
Utilised during the year	(1,160,237)	(309,384)
At end of the year	830,445	1,144,700

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

14. ACCUMULATED FUND (CONT.)

(a) The restricted accumulated funds relate to surplus funds arising from the President’s Challenge Fund (“PCF”) programme, Community Silver Trust and Migrant Welfare Fund.(cont.)

The MigrantWell Welfare Fund that supports physiotherapy programme called Functional Health aimed at providing affordable physiotherapy services to benefit disadvantaged migrant workers. It also supports complementary care gap services including physiotherapy services, dental health and psychological care, not covered by the Primary care Plan.

	2025	2024
	\$	\$
MigrantWell Welfare Fund		
At beginning of the year	97,716	-
Grant received during the year	200,465	216,962
Utilised during the year	(225,049)	(119,246)
At end of the year	73,132	97,716

15. DONATIONS

	2025	2024
	\$	\$
Tax deductible donations	707,332	880,107
Non-tax deductible donations	304,451	419,375
Donation in kind	282,850	99,573
	1,294,633	1,399,055

Donations received by the Company are not restricted and meant for general allocation to support homecare, doctor-on wheels as well as other community programmes for the seniors and vulnerable in the community.

16. GRANTS

	2025	2024
	\$	\$
Government grants and credits	1,674,206	2,249,099
Reimbursement on government paid leave	176,388	65,167
	1,850,594	2,314,266

17. CLINICAL, DIAGNOSTIC IMAGING AND LABORATORY SERVICES FEES

	2025	2024
	\$	\$
Clinical, diagnostic imaging and laboratory services fees	11,992,629	13,500,144
Capitation fee from Primary Care Plan (“PCP”)	31,762,192	30,951,231
Other fees from Primary Care Plan (“PCP”)	1,721,427	1,705,464
	45,476,248	46,156,839

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

17. CLINICAL, DIAGNOSTIC IMAGING AND LABORATORY SERVICES FEES (CONT.)

Disaggregation of clinical, diagnostic imaging and laboratory services fees

In the following table, the clinical, diagnostic imaging and laboratory services fees is disaggregated by timing of revenue recognition.

	2025	2024
	\$	\$
Timing of revenue recognition		
Services transferred at a point in time	13,714,056	15,205,608
Services transferred over time	31,762,192	30,951,231
	45,476,248	46,156,839

The following tables provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies:

Clinical, diagnostic imaging and laboratory services fees

Nature of services	The Company provides services in clinical, diagnostic imaging and laboratory services for the prevention, diagnosis and treatment of tuberculosis, chest and heart diseases as well as other medical and health-related services.
When revenue is recognised	Revenue is recognised at a point in time upon service rendered.
Significant payment terms	Invoices are issued to patients at the clinic and are payable when issued. Invoices for corporate customers who refer patients to clinic for services are issued on a monthly basis and are payable within 30 days.

Capitation fee from Primary Care Plan (“PCP”)

Nature of services	The Company is one of the Anchor Operators that provides Primary Care Plan (“PCP”) to work permit workers. Under the Primary Healthcare System (“PHS”), employers must buy PCP for eligible workers which will cover most of the workers’ primary healthcare needs under a fixed scope of services.
When revenue is recognised	Revenue is recognised over time as the services are provided, which is based on monthly billing issued.
Significant payment terms	Invoices are issued on a monthly basis and are payable within 30 days.

Other fees from Primary Care Plan (“PCP”)

Nature of services	The Company earns revenue from additional fees from PCP workers from medical treatment at each visit to the medical centre and each telemedicine service.
When revenue is recognised	Revenue is recognised at a point in time upon service rendered.
Significant payment terms	Invoices are issued to patients at the clinic and are payable when issued. Invoices for corporate customers who refer patients to clinic for services are issued on a monthly basis and are payable within 30 days.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

18. INTEREST AND DIVIDEND INCOME

	2025	2024
	\$	\$
Interest income from assets at fair value	29,634	6,454
Dividend income from assets at fair value	33,482	85,464
	<u>63,116</u>	<u>91,918</u>

19. OTHER INCOME

	2025	2024
	\$	\$
Membership income	500	550
Sundry income	27,938	2,879
	<u>28,438</u>	<u>3,429</u>

20. CLINICAL, DIAGNOSTIC IMAGING AND LABORATORY SERVICES EXPENSES

	Note	2025	2024
		\$	\$
Clinical, diagnostic imaging and laboratory supplies		3,665,681	3,582,821
Employee benefits expenses	23	27,599,026	26,034,209
Depreciation expense		311,235	335,243
Transportation expense		666,340	667,301
Managing agent charges		-	332,801
Medical and X-ray equipment repair and maintenance		210,844	314,148
Other expenses		382,548	335,724
		<u>32,835,674</u>	<u>31,602,247</u>

21. RESOURCES EXPENDED FOR CHARITABLE ACTIVITIES – OPERATING EXPENSES

	Note	2025	2024
		\$	\$
Employee benefits expenses	23	8,960,511	6,618,475
Depreciation expense		681,456	337,023
Finance cost		46,988	46,387
Sponsorship		270,407	86,942
Subsidised costs		2,153,612	1,248,276
Administrative expenses allocated to charitable activities		2,837,151	2,313,425
Fundraising expenses		105,022	203,746
Transportation		482,809	432,073
Medical and laboratory supplies		675,602	246,716
Repairs, maintenance and utilities		171,432	105,196
Communications and publicity expenses		225,248	194,132
Other expenses		630,277	444,383
		<u>17,240,515</u>	<u>12,276,774</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

22. ADMINISTRATIVE EXPENSES

		2025	2024
		\$	\$
Employee benefits expenses	23	4,268,427	3,655,139
Depreciation expense		2,253,423	3,977,502
Finance cost		109,909	116,827
IT support and maintenance expense		630,791	521,438
Printing, stationery and postage		103,042	116,686
Audit and certification		179,726	141,217
Loss on disposal of plant and equipment		33,161	215
Other expenses		47,018	443,522
		<u>7,625,497</u>	<u>8,972,546</u>

23. EMPLOYEE BENEFITS EXPENSES

	2025	2024
	\$	\$
Short-term employee benefits expenses	35,377,325	32,065,446
Contributions to defined contribution plan	3,339,280	2,921,372
Other benefits	2,111,359	1,321,005
	<u>40,827,964</u>	<u>36,307,823</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

24. LEASES

(i) Leases as lessee

The Company leases its clinics and office equipment. The leases typically run for an average period of three to five years, with an option to renew the lease after that date. Lease payments are renegotiated at the end of the lease to reflect market rentals. For certain leases, the Company is restricted from entering into any sub-lease arrangements.

Information about leases for which the Company is a lessee is presented below.

Right-of-use assets recognised in property, plant and equipment (see Note 9)

	Premises for clinics \$	Office equipment \$	Total \$
Balance at 1 January 2024	2,790,560	93,131	2,883,691
Depreciation for the year	(1,193,403)	(20,460)	(1,213,863)
Additions	60,164	-	60,164
Adjustments	(1,915)	(2)	(1,917)
Modification of right-of-use assets	428,050	-	428,050
Balance at 31 December 2024	2,083,456	72,669	2,156,125
Balance at 1 January 2025	2,083,456	72,669	2,156,125
Depreciation for the year	(1,198,904)	(21,224)	(1,220,128)
Additions	595,200	27,333	622,533
Disposals/Written off	-	(7,620)	(7,620)
Modification of right-of-use assets	856,778	-	856,778
Balance at 31 December 2025	2,336,530	71,158	2,407,688

During the year, certain leases for premises for clinics expired. The expired contracts for the premises for clinics were extended through exercising the extension options. There were also new leases entered during the year for new premises for clinics. This resulted in the modifications and additions to right-of-use assets of \$856,778 (2024 : \$428,050) and \$622,533 (2024 : \$60,164) respectively (Note 9).

Amounts recognised in profit or loss

	2025 \$	2024 \$
Leases under FRS 116		
Interest on lease liabilities	140,655	140,211
Depreciation	1,220,128	1,213,863

Amounts recognised in statement of cash flows

	2025 \$	2024 \$
Total cash outflow for leases – payment of interest and lease liabilities	1,349,998	1,288,537

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

24. LEASES (CONT.)

(ii) Leases as lessor

The Company leases out part of its office premise in the freehold building. All leases are classified as operating leases from a lessor perspective.

Operating lease

The Company has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

Rental income from operating lease recognised by the Company during 2025 was \$1,010,649 (2024 : \$776,016).

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

	2025 \$	2024 \$
Operating leases under FRS 116		
Less than one year	252,662	1,010,649
One to two years	-	757,986
Total	252,662	1,768,635

25. COMMITMENTS

Capital commitments

Estimated amounts committed at the end of the reporting year for future expenditure but not recognised in the financial statements are as follows:

	2025 \$	2024 \$
Commitments to purchase of plant and equipment	803,585	911,923

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

26. ASSET CLASSIFIED AS HELD FOR SALE

On 27 August 2025, the Company had entered into an agreement with a third party to dispose its freehold building and to concurrently grant a lease over the underlying freehold land for a period of 60 years and 7 months for a total consideration of \$80,000,000. The land continues to be owned by the Company. A total deposit of \$12,000,000 was received from the third party during the year (Note 13).

The sale was completed on 5 March 2026 and accordingly, the long-term operating lease had commenced on 5 March 2026. The remaining consideration of \$68,000,000 was received on 6 March 2026.

Management has assessed that the building's carrying amount of \$4,341,633 (Note 9) is lower than its fair value less cost to sell. Accordingly no impairment loss has been recognised during the year on the classification of this freehold building as held for sale.

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is met only when the sale is highly probable, the asset is available for immediate sale in its present condition and the sale is expected to occur within one year from the date of classification. Accordingly, management has classified the freehold building as non-current asset held for sale.

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BEDOK

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POTONG PASIR

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TAMPINES

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Singapore 529482

WOODLANDS

900 South Woodlands Drive
#04-01 Woodlands Civic Centre
Singapore 730900

Community Hub

SENGKANG

BLK 447B Jalan Kayu
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Community Clinic

BEACH ROAD

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Dialysis Centre

SENGKANG

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