Kidney Dialysis Foundation Limited
(A Company limited by Guarantee)
Registration Number: 199600830Z

Annual Report
Year ended 31 March 2026

Directors' Statement

We are pleased to submit this annual report to the members of the Kidney Dialysis Foundation Limited (the "Foundation") together with the audited financial statements for the financial year ended 31 March 2026.

In our opinion:

(a) the financial statements set out on pages FS1 to FS31 are drawn up so as to give a true and fair view of the financial position of the Foundation as at 31 March 2026 and the financial performance, changes in funds and cash flows of the Foundation for the year ended on that date in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations ("the Charities Act and Regulations") and Financial Reporting Standards in Singapore; and

(b) at the date of this statement, there are reasonable grounds to believe that the Foundation 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.

Directors

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

Dr Lim Cheok Peng - Chairman	
Yeoh Oon Jin	
Watson Ong Choon Huat	
Kwan Weng Tim, Timothy	
Chan May Ping	
Chan Soo Sen	
Roy Quek Hong Sheng	
Linda Hoon Siew Kin	
Valerie Tanya Chew En En	
Chan Hui Yuh	
Lim Chiaw Beng Alvin	(Appointed on 13 April 2026)
Ho Shyan Yan	(Appointed on 13 April 2026)

Principal Activities

The Foundation was incorporated on 1 February 1996 as a Company limited by guarantee and is registered as a charity under the Charities Act 1994 and other relevant regulations.

The principal activities of the Foundation during the financial year have been those relating to the provision of subsidised and/or free medical treatment and dialysis services for patients suffering from kidney and kidney related illnesses. These activities are funded by donations received from the general public and subsidies from the Government (administered by the Ministry of Health). The Foundation generally does not accept patients who are financially able to pay for dialysis treatment at private centres. There have been no significant changes in such activities during the financial year.

Directors' Interests

Directors, who are also members of the Foundation are Dr. Lim Cheok Peng, Mr Ong Choon Huat, Mr Yeoh Oon Jin and Mr Quek Hong Sheng Roy. The four members do not have a personal interest in the Foundation.

As the Foundation is a Company limited by guarantee and has no share capital, the statutory information required to be disclosed by the directors under Section 201(6)(g) and Section 201(12) of the Companies Act 1967 does not apply.

Neither at the end of, nor at any time during the financial year was the Foundation a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Foundation to acquire benefits by means of the subscription to or acquisition of debentures of the Foundation or any other body corporate.

Share Options

The Foundation is limited by guarantee and has no share capital nor share options, the statutory information required to be disclosed under Section 201(12) of the Companies Act 1967 does not apply.

Auditors

The retiring auditors, KPMG LLP, will not be seeking re-appointment at the forthcoming annual general meeting.

On behalf of the Board of Directors

Dr Lim Cheok Peng
Director

Kwan Weng Tim, Timothy
Director

4 August 2026

KPMG

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Independent auditors' report

Members of the Foundation
Kidney Dialysis Foundation Limited
(A Company Limited by Guarantee)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Kidney Dialysis Foundation Limited ('the Foundation'), which comprise the statement of financial position as at 31 March 2026, the statement of income and expenditure and other comprehensive income, statement of changes in funds 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 FS1 to FS31.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 ('the Companies 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 Foundation as at 31 March 2026 and of the financial performance, changes in funds and cash flows of the Foundation 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 '*Auditors' responsibilities for the audit of the financial statements'* section of our report. We are independent of the Foundation in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ('ACRA Code') together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code, as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits 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.

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

We have obtained all other information prior to the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon as part of our engagement to audit the financial statements.

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 directors 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 Companies 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 Foundation'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 Foundation or to cease operations, or has no realistic alternative but to do so.

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

Auditors' 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 Foundation'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 Foundation'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 Foundation 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 those charged with governance 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 by the Companies Act and the Charities Act and Regulations to be kept by the Foundation 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 Foundation has not used the donation monies in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

(b) the Foundation 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 auditors' report is Ms Shelley Chan Hoi Yi.

KPMG LLP

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
4 August 2026

Statement of Financial Position
As at 31 March 2026

	Note	2026	2025
		$	$
Non-current assets			
Plant and equipment	5	1,109,647	1,413,491
Right-of-use assets	6	1,895,840	2,041,290
Intangible assets	7	1,168,304	1,050,045
Total non-current assets		4,173,791	4,504,826
Current assets			
Trade and other receivables	8	2,387,950	1,970,655
Inventories	9	168,572	33,509
Cash and cash equivalents	10	52,882,638	52,256,531
Total current assets		55,439,160	54,260,695
Total assets		59,612,951	58,765,521
Non-current liabilities			
Lease liabilities	6	1,674,086	1,829,063
Deferred capital grants	11	754,140	678,924
Grants received in advance	12	2,735,970	3,469,491
Provision	14	65,239	63,430
Total non-current liabilities		5,229,435	6,040,908
Current liabilities			
Lease liabilities	6	222,916	180,331
Deferred capital grants	11	745,892	887,650
Grants received in advance	12	2,481,060	1,456,419
Trade and other payables	13	2,388,813	1,889,519
Total current liabilities		5,838,681	4,413,919
Total liabilities		11,068,116	10,454,827
Net assets		48,544,835	48,310,694
Funds of the Foundation:			
Unrestricted Funds			
General Fund		46,763,347	46,546,792
Restricted Funds			
Building Fund	15	1,100,000	1,100,000
Patient Welfare Support (“PWS”) Fund	16	681,488	663,902
Total funds		48,544,835	48,310,694
Members' guarantee	4	400	500

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

Statement of Income and Expenditure and Other Comprehensive Income
Year ended 31 March 2026

2026	Note	Unrestricted General Fund $	<---- Restricted ---- CST Fund $	PWS Fund ----> $	Total $
Income/Incoming resources					
Incoming resources from generated funds					
Voluntary income (donations)	18	1,743,204	–	24,425	1,767,629
Funds generating activities	18	3,612,230	–	–	3,612,230
Sponsorship	18	162,122	–	–	162,122
		5,517,556	–	24,425	5,541,981
Charitable activities					
Charitable income (mainly dialysis services and medication fees)	21	3,321,646	–	–	3,321,646
Less: subsidies to patients	21	(314,857)	–	(6,839)	(321,696)
Government subsidies	22	6,383,415	2,370,039	–	8,753,454
		9,390,204	2,370,039	(6,839)	11,753,404
Others					
Investment income	19	911,611	–	–	911,611
Other income	20	650,767	–	–	650,767
		1,562,378	–	–	1,562,378
Total income/incoming resources		16,470,138	2,370,039	17,586	18,857,763
Expenditure/Resources expended					
Cost of generating funds					
Cost of generating voluntary income	23	(476,695)	–	–	(476,695)
Cost of fund generating activities		(1,133,359)	–	–	(1,133,359)
		(1,610,054)	–	–	(1,610,054)
Cost of charitable activities					
Dialysis services and medication cost	24	(9,491,551)	(2,370,039)	–	(11,861,590)
Governance costs	25	(5,093,913)	–	–	(5,093,913)
Finance costs	26	(58,065)	–	–	(58,065)
		(14,643,529)	(2,370,039)	–	(17,013,568)
Total expenditure/resources expended		(16,253,583)	(2,370,039)	–	(18,623,622)
Net surplus for the year, representing total comprehensive income for the year	27	216,555	–	17,586	234,141

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

Statement of Income and Expenditure and Other Comprehensive Income (continued)
Year ended 31 March 2026

			<------------------ Restricted ------------------>		
2025	**Note**	**Unrestricted General Fund $**	**CST Fund $**	**PWS Fund $**	**Total $**
Income/Incoming resources					
Incoming resources from generated funds					
Voluntary income (donations)	18	2,406,236	–	24,976	2,431,212
Funds generating activities	18	3,387,544	–	–	3,387,544
Sponsorship	18	127,103	–	–	127,103
		5,920,883	–	24,976	5,945,859
Charitable activities					
Charitable income (mainly dialysis services and medication fees)	21	4,166,541	–	–	4,166,541
Less: subsidies to patients	21	(717,321)	–	(25,648)	(742,969)
Government subsidies	22	4,473,174	2,902,276	–	7,375,450
		7,922,394	2,902,276	(25,648)	10,799,022
Others					
Investment income	19	1,532,022	–	–	1,532,022
Other income	20	779,495	–	–	779,495
		2,311,517	–	–	2,311,517
Total income/incoming resources		16,154,794	2,902,276	(672)	19,056,398
Expenditure/Resources expended					
Cost of generating funds					
Cost of generating voluntary income	23	(581,274)	–	–	(581,274)
Cost of fund generating activities		(1,042,180)	–	–	(1,042,180)
		(1,623,454)	–	–	(1,623,454)
Cost of charitable activities					
Dialysis services and medication cost	24	(8,481,124)	(2,902,276)	–	(11,383,400)
Governance costs	25	(4,172,962)	–	–	(4,172,962)
Finance costs	26	(24,583)	–	–	(24,583)
		(12,678,669)	(2,902,276)	–	(15,580,945)
Total expenditure/resources expended		(14,302,123)	(2,902,276)	–	(17,204,399)
Net surplus/(deficit) for the year, representing total comprehensive income for the year	27	1,852,671	–	(672)	1,851,999

Statement of Changes in Funds
Year ended 31 March 2026

	Unrestricted General Fund $	Restricted Building Fund $	Restricted PWS Fund $	Total $
At 1 April 2024	44,694,121	1,100,000	664,574	46,458,695
Net surplus/(deficit) for the year, representing total comprehensive income for the year	1,852,671	–	(672)	1,851,999
At 31 March 2025	46,546,792	1,100,000	663,902	48,310,694
Net surplus for the year, representing total comprehensive income for the year	216,555	–	17,586	234,141
At 31 March 2026	46,763,347	1,100,000	681,488	48,544,835

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

Statement of Cash Flows
Year ended 31 March 2026

2026	**Note**	**Unrestricted General Fund** $	**Building Fund** $ (Restricted)	**CST Fund** $ (Restricted)	**PWS Fund** $ (Restricted)	**Total** $
Cash flows from operating activities						
Net surplus for the year		216,555	–	–	17,586	234,141
Adjustments for:						
Depreciation of plant and equipment	27	401,118	–	448,726	–	849,844
Depreciation of right-of-use assets	27	251,186	–	–	–	251,186
Amortisation of intangible assets	27	11,299	–	311,108	–	322,407
Write-off of intangible assets	7	3,134	–	–	–	3,134
Amortisation of deferred capital grants	27	–	–	(759,834)	–	(759,834)
Utilisation to fund operating expenditure	12	–	–	(1,610,206)	–	(1,610,206)
Government grants and subsidies income	22	(6,383,414)	–	–	–	(6,383,414)
Investment income	19	(911,611)	–	–	–	(911,611)
Finance costs	26	58,065	–	–	–	58,065
		(6,353,668)	–	(1,610,206)	17,586	(7,946,288)
Changes in:						
- Trade and other receivables		(417,295)	–	–	–	(417,295)
- Trade and other payables		499,294	–	–	–	499,294
- Inventories		(135,063)	–	–	–	(135,063)
Cash generated from/(used in) operations		(6,406,732)	–	(1,610,206)	17,586	(7,999,352)
Government grants and subsidies received, net		8,978,032	–	–	–	8,978,032
Net cash flows from/(used in) operating activities		2,571,300	–	(1,610,206)	17,586	978,680
Cash flows from investing activities						
Purchase of plant and equipment		(546,000)	–	–	–	(546,000)
Purchase of intangible assets		(443,800)	–	–	–	(443,800)
Changes in placement of fixed deposits with banks, net		3,604,575	–	–	–	3,604,575
Interest received		911,611	–	–	–	911,611
Net cash flows from investing activities		3,526,386	–	–	–	3,526,386
Cash flows from financing activities						
Payment of lease liabilities		(218,128)	–	–	–	(218,128)
Interest paid		(56,256)	–	–	–	(56,256)
Net cash flows used in financing activities		(274,384)	–	–	–	(274,384)
Net increase/(decrease) in cash and cash equivalents		5,823,302	–	(1,610,206)	17,586	4,230,682
Gross transfer between funds (Note A)		(1,610,206)	–	1,610,206	–	–
Cash and cash equivalents at beginning of year		23,477,412	1,100,000	–	663,902	25,241,314
Cash and cash equivalents at end of year	10	27,690,508	1,100,000	–	681,488	29,471,996

Note A

The transfer between Unrestricted General Fund and CST Fund relates to utilisation of funds granted by Ministry of Health.

Statement of Cash Flows (continued)
Year ended 31 March 2026

2025	Note	Unrestricted General Fund $	<---- Restricted ----> Building Fund $	CST Fund $	PWS Fund $	Total $
Cash flows from operating activities						
Net surplus for the year		1,852,671	–	–	(672)	1,851,999
Adjustments for:						
Depreciation of plant and equipment	27	274,729	–	674,087	–	948,816
Depreciation of right-of-use assets	27	88,752	–	–	–	88,752
Amortisation of intangible assets	27	24,734	–	272,316	–	297,050
Amortisation of deferred capital grants	27	–	–	(946,403)	–	(946,403)
Utilisation to fund operating expenditure	12	–	–	(1,955,873)	–	(1,955,873)
Government grants and subsidies income	22	(4,473,174)	–	–	–	(4,473,174)
Investment income	19	(1,532,022)	–	–	–	(1,532,022)
Finance costs	26	24,583	–	–	–	24,583
		(3,739,727)	–	(1,955,873)	(672)	(5,696,272)
Changes in:						
- Trade and other receivables		(674,743)	–	–	–	(674,743)
- Trade and other payables		149,404	–	–	–	149,404
- Inventories		(6,060)	–	–	–	(6,060)
Cash used in operations		(4,271,126)	–	(1,955,873)	(672)	(6,227,671)
Government grants and subsidies received, net		7,618,235	–	–	–	7,618,235
Net cash flows from/(used in) operating activities		3,347,109	–	(1,955,873)	(672)	1,390,564
Cash flows from investing activities						
Proceeds from disposal of plant and equipment		11	–	–	–	11
Purchase of plant and equipment		(412,340)	–	–	–	(412,340)
Purchase of intangible assets		(189,874)	–	–	–	(189,874)
Changes in placement of fixed deposits with banks, net		(1,512,745)	–	–	–	(1,512,745)
Interest received		1,499,733	–	–	–	1,499,733
Net cash flows used in investing activities		(615,215)	–	–	–	(615,215)
Cash flows from financing activities						
Payment of lease liabilities		(54,155)	–	–	–	(54,155)
Interest paid		(23,845)	–	–	–	(23,845)
Net cash flows used in financing activities		(78,000)	–	–	–	(78,000)
Net increase/(decrease) in cash and cash equivalents		2,653,894	–	(1,955,873)	(672)	697,349
Gross transfer between funds (Note A)		(1,955,873)	–	1,955,873	–	–
Cash and cash equivalents at beginning of year		22,779,391	1,100,000	–	664,574	24,543,965
Cash and cash equivalents at end of year	10	23,477,412	1,100,000	–	663,902	25,241,314

Note A

The transfer between Unrestricted General Fund and CST Fund relates to utilisation of funds granted by Ministry of Health.

Notes to the Financial Statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 4 August 2026.

1 Domicile and Activities

The Foundation was incorporated in the Republic of Singapore on 1 February 1996 as a Company limited by guarantee and is registered as a charity under the Charities Act 1994 and other relevant regulations. Its registered office is 20 Peck Seah Street, #03-00, Singapore 079312.

The Foundation is a registered member of the Ministry of Health's General Fund. The Foundation has also been granted Institution of a Public Character ("IPC") status since February 1996.

The principal activities of the Foundation are those relating to the provision of subsidised and/or free medical treatment and dialysis services for patients suffering from kidney and related illnesses. These activities are funded by donations received from the general public and subsidies from the Government (administered by the Ministry of Health). The Foundation generally does not accept patients who are financially able to pay for dialysis treatment at private centres.

2 Basis of preparation

2.1 Statement of compliance

The financial statements have been prepared in accordance with Financial Reporting Standards in Singapore ("FRSs"). The changes to material accounting policies are described in Note 2.5.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars, which is the Foundation's functional currency.

2.4 Use of estimates and judgments

The preparation of the financial statements in conformity with FRS requires management to make judgements, estimates and assumptions that affect the application of the Foundation's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and consistent with the Foundation's risk management. Revisions to accounting estimates are recognised prospectively.

Management is of the opinion that there have been no critical judgments in applying the Foundation's accounting policies and no assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

2.5 Changes in material accounting policies

The Foundation has applied the Amendments to FRS 21 *Lack of Exchangeability* for the first time for the annual period beginning on 1 April 2025. The application of these amendments to accounting standards does not have a material effect on the financial statements.

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Financial instruments

Trade and other receivables

Trade and other receivables are accounted as financial assets at amortised cost as they comprise cash flows that are solely payments of principal and interest and held to collect contractual cash flows business model. These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and fixed deposits that are subject to an insignificant risk of changes in their fair value. For the purpose of the statement of cash flows, fixed deposits with maturity greater than 90 days are excluded.

Impairment of financial assets

The Foundation assesses on a forward-looking basis the expected credit losses ("ECL") associated with its financial assets carried at amortised cost. The Foundation applies the simplified approach for all trade receivables which requires the loss allowance to be measured at an amount equal to lifetime ECL.

The Foundation applies the general approach of 12-month ECL at initial recognition and when there is no significant increase in credit risk after initial recognition for all other financial assets at amortised cost.

At each reporting date, the Foundation assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Foundation considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Foundation's historical experience and informed credit assessment and includes forward-looking information.

Trade and other payables

Trade and other payables are accounted for as financial liabilities at amortised cost. They are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost under the effective interest method.

3.2 Plant and equipment

Recognition and measurement

Items of plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

The gain or loss on disposal of an item of plant and equipment is recognised statement of income and expenditure.

Subsequent costs

The cost of replacing a component of an item of plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Foundation, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of plant and equipment are recognised in statement of income and expenditure as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Depreciation is recognised as an expense in statement of income and expenditure on a straight-line basis over the estimated useful lives of each component of an item of plant and equipment, unless it is included in the carrying amount of another asset.

The estimated useful lives for the current and comparative years are as follows:

Air-conditioners	-	4 years
Computers	-	3 years
Furniture and fittings	-	3 years
Medical equipment	-	4 years
Office equipment	-	3 years
Renovations	-	3 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Plant and equipment valued at less than $1,000 are not capitalised and are expended to statement of income and expenditure in the year of acquisition.

3.3 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in-first-out allocation method. It includes all costs in bringing the inventories to their present location and condition. The net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

3.4 Leases

The Foundation recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to restore the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. The Foundation uses Singapore's 10-year risk-free government bond yield rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments; and
- lease payments in an optional renewal period if the Foundation is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Foundation is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Foundation's estimate of the amount expected to be payable under a residual value guarantee, if the Foundation changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Foundation presents right-of-use assets and lease liabilities in the statement of financial position.

3.5 Intangible assets

Intangible assets that are acquired by the Foundation and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated based on the cost of the asset, less its residual value. Amortisation is recognised in statement of income and expenditure on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use.

The estimated useful life for the current and comparative years is as follows:

Software	-	3 to 5 years

Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Software development-in-progress is not depreciated.

3.6 Non-financial assets

The carrying amounts of the Foundation's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the assets' recoverable amounts are estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. 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 or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

Impairment losses are recognised in statement of income and expenditure. Impairment losses recognised in respect of CGU are allocated to reduce the carrying amounts of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

Impairment losses recognised in prior financial years are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.7 Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised as an employee benefits expense in statement of income and expenditure in the financial years during which related services are rendered by employees.

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 Foundation 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.

3.8 Grants

An unconditional grant and contribution is recognised in statement of income and expenditure as other income when the grant becomes receivable.

Government grants and contributions are recognised initially as grants received in advance at their fair value where there is reasonable assurance that they will be received and all required conditions associated with the grants and contributions will be complied with by the Foundation.

These grants and contributions that compensate the Foundation for expenses incurred are recognised in statement of income and expenditure as government subsidies on a systematic basis in the same financial years in which the expenses are recognised, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case, a grant is recognised when it becomes receivable.

Grants and contributions utilised for the purchase/construction of depreciable assets are initially recorded as deferred capital grants on the statement of financial position. Deferred capital grants are then recognised in statement of income and expenditure over the financial years necessary to match the depreciation of the assets purchased or constructed with the related grants and contributions. Upon disposal of the plant and equipment, the balance of the related deferred capital grants is recognised in statement of income and expenditure to match the net book value of the assets written off.

3.9 Funds structure

General fund

The general fund is available for use at the discretion of the management in furtherance of the Foundation’s general objectives and purposes. The fund is available to apply for general purposes of the Foundation as set out in its governing document.

Income generated and expenditure incurred in a general fund will be presented as unrestricted general income and expenditure, respectively.

Designated funds

The designated fund is available for use at the discretion of the management within particular projects in furtherance of the Foundation’s objectives that the management have identified and earmarked.

Designated funds are funds which are part of the unrestricted general fund but earmarked for a particular project. The designation is made for administrative purposes only and does not contain any legal restrictions in relation to the Foundation's discretion to apply the fund. Management of the Foundation will pass a Directors' Resolution to approve the designation fund for purposes of a particular project earmarked by the Foundation.

Designated fund is accounted for as part of the Foundation's unrestricted designated funds. Income generated and expenditure held in designated funds will be presented as designated general income and expenditure, respectively.

Restricted funds

Restricted fund is a fund subject to specific purpose, declared by the donor(s) or with their authority or created through a legal process, but still within the wider objectives of the Foundation. The restricted fund is available for use at the discretion of the management within specified projects in furtherance of the Foundations' objectives that have been identified by donors of the funds or communicated to donors when sourcing for the funds.

Restricted fund may be a restricted income fund, which is expendable at the discretion of the Foundation in furtherance of some particular aspect(s) of the objects of the Foundation, or may be a capital fund, where the assets are required to be invested or retained for actual use, rather than expended.

Restricted fund has to be separately accounted for. Income generated and expenditure incurred in a restricted fund will be legally subjected to the restrictions of the fund.

Transfer of funds

Generally, transfers of funds within the Foundation involve the transfer of available funds in the unrestricted funds of the Foundation to the unrestricted designated fund at the discretion of management as and when it is deemed appropriate and in furtherance of the objectives and purposes of the designated funds. Approval of transfers is made through a Directors' Resolution passed by the Board of Directors of the Foundation. The Foundation's practice is that no fund transfers are made out of the restricted funds to other funds established by the Foundation. However, unrestricted funds may be spent and transferred to the restricted funds to meet any overspending or deficit in the restricted funds, as approved by Board of Directors of the Foundation.

3.10 Incoming resources

Incoming resources from generated funds

Voluntary income (comprising donations from direct appeals, fundraising through newsletters and websites, outright donations and sponsorships) and funds generated fund generating activities are recognised as income in the financial year as received or receivable when and only when all of the following conditions have been satisfied:

- the Foundation obtains the right to receive the donation;
- it is probable that the economic benefits comprising the donations will flow to the Foundation; and
- the amount of donation can be measured reliably.

Incoming resources from the sale of goods from fund raising activities is recognised at the point of sale.

Donations-in-kind are recognised based on their estimated fair values.

The gross incoming resources in relation to funds raised or collected for the Foundation by individuals not employed or contracted by the Foundation, are the net proceeds remitted to the Foundation by the organisers of the event, after deducting their expenses.

Donations with restriction and/or conditions attached shall be recognised as income if the restrictions and conditions are under the Foundation's purview and it is probable that these restrictions and conditions would be met.

Charitable income (mainly dialysis services and medication fees)

Income from rendering dialysis and related medical services in the ordinary course of business is recognised when the services are rendered. Revenue excludes goods and services taxes or other taxes.

Investment income

Investment income comprises interest income on funds invested and is recognised on an accrual basis, using the effective interest method.

3.11 Resources expended

All expenditure is accounted for on an accrual basis and has been classified under headings that aggregate all costs related to the respective categories of incoming resources. Cost comprises direct expenditure including direct staff costs attributable to the relevant category of incoming resources. Where costs cannot be wholly attributable to a category of incoming resources, they have been apportioned on a basis consistent with the use of resources. Such costs relate to support costs which comprise of staff costs of the head office and maintenance of the IT infrastructure.

Costs of generating funds

The costs of generating funds are those costs attributable to generating income for the Foundation, other than from undertaking charitable activities.

Costs of charitable activities

Costs of charitable activities comprise all costs incurred in undertaking its work in the pursuit of the charitable objects of the Foundation.

Governance costs

Governance costs comprise all costs attributable to the general running of the Foundation, associated with the maintenance of the Foundation's governance infrastructure and in ensuring public accountability. These costs include costs related to constitutional and statutory requirements.

3.12 New accounting standards and interpretations not adopted

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 April 2025 and earlier application is permitted. However, the Foundation has not early adopted the new or amended accounting standards in preparing these financial statements.

(i) FRS 118 *Presentation and Disclosure in Financial Statements*

FRS 118 will replace FRS 1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

The Foundation is still in the process of assessing the impact of the new accounting standard, particularly with respect to the structure of the Foundation's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Foundation is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

(ii) *Other accounting standards*

The following amendments to FRSs are not expected to have a significant impact on the Foundation's statement of financial position.

- *Classification and Measurement of Financial Instruments* (Amendments to FRS 109 and FRS 107)
- *Annual Improvements to FRSs—Volume 11*
- FRS 119: *Subsidiaries and Small Entities without Public Accountability: Disclosures*

4 Members' guarantee

The Foundation is a Company limited by guarantee whereby each member of the Foundation undertakes to meet the debts and liabilities of the Foundation, in the event of its liquidation, to an amount not exceeding $100 per member.

5 Plant and equipment

	Air-conditioners $	Computers $	Furniture and fittings $	Medical equipment $	Office equipment $	Renovations $	Asset under construction $	Total $
Cost								
At 1 April 2024	140,269	303,510	341,058	3,393,472	137,074	1,192,609	–	5,507,992
Additions	12,750	22,162	3,250	91,139	46,132	93,600	143,307	412,340
Disposals	(13,300)	(30,880)	(3,854)	(33,700)	(385)	–	–	(82,119)
At 31 March 2025	139,719	294,792	340,454	3,450,911	182,821	1,286,209	143,307	5,838,213
Additions	39,010	198,800	108,164	2,517	25,996	171,513	–	546,000
Reclassification	–	–	(2,200)	–	–	145,507	(143,307)	–
Disposals	(5,498)	–	–	–	–	–	–	(5,498)
At 31 March 2026	173,231	493,592	446,418	3,453,428	208,817	1,603,229	–	6,378,715
Accumulated depreciation								
At 1 April 2024	116,791	171,451	312,327	1,892,259	107,327	957,859	–	3,558,014
Depreciation for the year	14,788	68,649	26,710	644,390	31,287	162,992	–	948,816
Disposals	(13,297)	(30,877)	(3,854)	(33,696)	(384)	–	–	(82,108)
At 31 March 2025	118,282	209,223	335,183	2,502,953	138,230	1,120,851	–	4,424,722
Depreciation for the year	19,546	113,657	32,955	491,170	28,907	163,609	–	849,844
Disposals	(5,498)	–	–	–	–	–	–	(5,498)
At 31 March 2026	132,330	322,880	368,138	2,994,123	167,137	1,284,460	–	5,269,068
Carrying amounts								
At 1 April 2024	23,478	132,059	28,731	1,501,213	29,747	234,750	–	1,949,978
At 31 March 2025	21,437	85,569	5,271	947,958	44,591	165,358	143,307	1,413,491
At 31 March 2026	40,901	170,712	78,280	459,305	41,680	318,769	–	1,109,647

6 Leases

Leases as lessee

The Foundation leases office space and warehouse storage space. The leases run for a period of 5 years and 3 years respectively, with an option to renew the lease of office space after that date. There is no option to renew for the warehouse storage space. Information about leases for which the Foundation is a lessee is presented below.

Right-of-use assets

	Warehouse $	Office space $	Total $
Balance at 1 April 2024	–	–	–
Additions[(1)]	–	2,130,042	2,130,042
Depreciation charge for the year	–	(88,752)	(88,752)
Balance at 31 March 2025	–	2,041,290	2,041,290
Additions[(1)]	105,736	–	105,736
Depreciation charge for the year	(38,182)	(213,004)	(251,186)
Balance at 31 March 2026	67,554	1,828,286	1,895,840

[(1)] Included in the additions are $4,173 (2025: $3,801) of initial direct costs.

Amounts recognised in profit or loss

	2026 $	2025 $
Interest on lease liabilities	56,256	23,845
Short-term leases	76,979	72,551

Amounts recognised in statement of cash flows

	2026 $	2025 $
Total cash outflow for leases	274,384	78,000

Extension options

The lease contains extension options exercisable by the Foundation to extend the lease by 5 years to 2034. At lease commencement date, the Foundation assessed that it is reasonably certain that the extension option for the office space will be exercised.

Lease liabilities

	2026 $	2025 $
Non-current	1,674,086	1,829,063
Current	222,916	180,331
	1,897,002	2,009,394

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

	Lease liabilities	
	2026	**2025**
	$	**$**
Balance at 1 April	2,009,394	–
Changes from financing cash flows		
Payment of lease liabilities	(218,128)	(54,155)
Interest paid	(56,256)	(23,845)
Total changes from financing cash flows	(274,384)	(78,000)
Other changes		
Additions	105,736	2,063,549
Interest expense	56,256	23,845
Total liability-related other changes	161,992	2,087,394
Balance at 31 March	1,897,002	2,009,394

7 Intangible assets

	Software	Development in-progress	Total
	$	**$**	**$**
Cost			
At 1 April 2024	1,837,663	–	1,837,663
Additions	189,874	–	189,874
At 31 March 2025	2,027,537	–	2,027,537
Additions	142,800	301,000	443,800
Write-off	(4,087)	–	(4,087)
At 31 March 2026	2,166,250	301,000	2,467,250
Accumulated amortisation			
At 1 April 2024	680,442	–	680,442
Amortisation for the year	297,050	–	297,050
At 31 March 2025	977,492	–	977,492
Amortisation for the year	322,407	–	322,407
Write-off	(953)	–	(953)
At 31 March 2026	1,298,946	–	1,298,946
Carrying amounts			
At 1 April 2024	1,157,221	–	1,157,221
At 31 March 2025	1,050,045	–	1,050,045
At 31 March 2026	867,304	301,000	1,168,304

8 Trade and other receivables

	2026 $	2025 $
Trade receivables	1,265,351	684,688
Interest receivable	142,299	286,195
Grant receivables	414,752	485,697
Deposits	104,931	115,620
	1,927,333	1,572,200
Prepayments	460,617	398,455
	2,387,950	1,970,655

The Foundation's exposures to credit risk related to trade and other receivables are disclosed in Note 30.

9 Inventories

	2026 $	2025 $
Medical consumables	168,572	33,509

In 2026, medical consumables of $1,412,227 (2025: $1,409,425) were recognised as an expense during the year.

10 Cash and cash equivalents

	2026 $	2025 $
Fixed deposits	48,814,902	50,988,250
Cash held with bank	4,067,736	1,268,281
Cash and cash equivalents in statement of financial position	52,882,638	52,256,531
Less:		
Fixed deposits with maturity greater than 90 days	(23,410,642)	(27,015,217)
Cash and cash equivalents in the statement of cash flows	29,471,996	25,241,314

The effective interest rates per annum relating to fixed deposits at the reporting date range from 0.72% to 3.00% (2025: 1.83% to 3.00%) per annum. The fixed deposits mature at intervals of two days to twelve months.

11 Deferred capital grants

	Note	2026 $	2025 $
Balance at the beginning of the year		1,566,574	2,418,303
Add:			
Grants received for capital expenditure, transferred from grants received in advance	12	693,292	94,674
		2,259,866	2,512,977
Less:			
Amortisation during the year	27	(759,834)	(946,403)
Balance at the end of the year		1,500,032	1,566,574
Classified as:			
Non-current		754,140	678,924
Current		745,892	887,650
		1,500,032	1,566,574

12 Grants received in advance – Community Silver Trust Funds

The Community Silver Trust Fund ("CST") was set up in November 2012 for government grants received from the Trustees of the Community Silver Trust. The Community Silver Trust is managed by the Ministry of Health on behalf of the Trustees. The grant received is used to improve the capability of the Foundation's existing services in achieving higher quality care and affordable step-down care.

The government grants received are first accounted for as grants received in advance and the utilisation of these grants are set out below:

	Note	2026 $	2025 $
Balance at the beginning of the year		4,925,910	3,831,396
Add:			
Grants received during the year		2,594,618	3,289,055
		7,520,528	7,120,451
Less:			
Transferred to deferred capital grant	11	(693,292)	(94,674)
Refunded on expired grants		–	(143,994)
Utilisation to fund operating expenditure			
- Exercise rehabilitation programme		(265,545)	(461,769)
- IT consultancy services		(175,128)	(165,586)
- Haemodialysis		(1,169,533)	(1,328,518)
	22	(1,610,206)	(1,955,873)
Balance at the end of the year		5,217,030	4,925,910

	2026	2025
	$	$
Classified as:		
Non-current	2,735,970	3,469,491
Current	2,481,060	1,456,419
	5,217,030	4,925,910

13 Trade and other payables

	2026	2025
	$	$
Trade payables	425,232	375,619
Other payables	392,994	200,399
Accrued operating expenses	957,696	792,998
Accrual for unutilised annual leave	147,353	46,184
Goods and services tax payables, net	38,715	47,496
Security deposits	426,823	426,823
	2,388,813	1,889,519

The Foundation's exposures to liquidity risk related to trade and other payables are disclosed in Note 30.

14 Provision

	Restoration costs
	$
Balance at 1 April 2025	63,430
Provision made during the year	–
Unwinding of discount on restoration costs	1,809
Balance at 31 March 2026	65,239
Provision due after 5 years	65,239
Balance at 1 April 2024	–
Provision made during the year	62,692
Unwinding of discount on restoration costs	738
Balance at 31 March 2025	63,430
Provision due after 5 years	63,430

Restoration costs relate to cost of restoring the premises to the original condition as stipulated in the operating lease agreement. The Foundation expects to incur the liability upon termination of the lease.

15 Restricted building fund

The Building Fund was set up in November 2017 for the development of a new haemodialysis centre. San Wang Wu Ti Religious Society has pledged to donate an amount of $1,000,000. A restricted Building Fund has been set up accordingly to account for this donation since January 2017. As at date of reporting date, the Foundation has received $1,100,000 in donations.

16 Restricted patient welfare support fund

The Patient Welfare Support Fund ("PWS") was set up in June 2016 to fund the Adopt-A-Patient Scheme ("APS"). This fund is used strictly for the direct benefit of patients only. In addition to providing secondary funding for patients unable to cope with their out-of-pocket payment for dialysis treatment, the PWS Fund includes providing transportation subsidies, meal vouchers and other needs as approved by the Patient Programme Selection and Review ("PPSR") Committee. Patient eligibility is based on individual financial circumstances and determined by the Foundation's social workers and approved by the PPSR Committee.

	2026	**2025**
	$	**$**
Balance at beginning of the year	663,902	664,574
Donations received	24,425	24,976
Subsidies provided to patients	(6,839)	(25,648)
Balance at the end of the year	681,488	663,902

17 Restriction on distribution of reserves

The Foundation's Memorandum of Association provides that no portion of the income and property of the Foundation shall be paid by way of dividend, bonus or otherwise to the members of the Foundation.

18 Incoming resources from generated funds

Donations received for the unrestricted General Fund during the year are included as follows:

	2026	**2025**
	$	**$**
Voluntary income (donations)	1,767,629	2,431,212
Income from funds generating activities	3,612,230	3,387,544
Sponsorship (donations-in-kind)	162,122	127,103
	5,541,981	5,945,859

During the year, the donations received comprise tax-deductible and non-tax-deductible donations of $4,413,593 (2025: $4,652,320) and $1,128,388 (2025: $1,293,539) respectively.

Sponsorships received in 2026 and 2025 comprised cash sponsorship.

19 Investment income

	2026 $	2025 $
Interest income on fixed deposits	911,611	1,532,022

20 Other income

	2026 $	2025 $
Community Care Salary Enhancement grant	595,921	740,445
Others	54,846	39,050
	650,767	779,495

21 Charitable income

	2026 $	2025 $
Dialysis services and medication fee	3,321,646	4,166,541
Less: Subsidies to patients	(321,696)	(742,969)
	2,999,950	3,423,572

22 Government subsidies

Government subsidies received of $6,383,415 (2025: $4,473,174) are recognised under charitable activities as incoming resources in the statement of income and expenditure and other comprehensive income to fund the related expenditure incurred during the financial year.

The Foundation receives government subsidies on dialysis services provided to patients who meet the Ministry of Health's criteria for subsidised haemodialysis and peritoneal dialysis. The government subsidies received for peritoneal dialysis are remitted to the peritoneal dialysis solution provider.

The Foundation also receives grants from the Community Silver Trust. The CST provides a dollar-for-dollar matching grant administered by the Ministry of Health. The grant received is used to improve the capability of the Foundation’s existing services in achieving higher quality care and affordable step-down care.

The related expenditures charged to the statement of income and expenditure and other comprehensive income that were funded through CST grants are set out below:

	Note	2026 $	2025 $
Operating expenditures	12	1,610,205	1,955,873
Depreciation of plant and equipment	27	448,726	674,087
Amortisation of intangible assets	27	311,108	272,316
		2,370,039	2,902,276

23 Costs of generating voluntary income

	2026 $	2025 $
Direct mailing materials and services	119,198	137,500
Staff costs	291,125	294,429
Administrative and operating expenses	66,372	149,345
	476,695	581,274

24 Dialysis services and medication cost

	2026 $	2025 $
Expenditure paid to dialysis service providers and medication expenditure	2,413,689	2,261,996
Honorarium paid to visiting doctors	134,800	127,200
Staff costs	4,441,464	4,022,061
Depreciation of plant and equipment	665,447	887,736
Amortisation of intangible assets	7,224	21,612
Rental and utilities	213,145	218,371
Non-claimable GST input tax	621,545	568,881
Repair and maintenance expense	128,882	141,154
Administrative and operating expenses	3,235,394	3,134,389
	11,861,590	11,383,400

Donated services

The Foundation receives professional services from doctors and lawyers on a voluntary basis. Honorarium totalling $134,800 (2025: $127,200) for 13 (2025: 12) volunteer doctors was paid directly to the restructured hospitals and volunteer doctors for the services rendered.

25 Governance costs

	2026 $	2025 $
Staff costs	2,454,724	2,117,181
Corporate communication costs	978,308	914,011
Depreciation of right-of-use assets	251,186	88,752
Depreciation of plant and equipment	225,386	61,080
Amortisation of intangible assets	314,229	275,438
Rental and utilities	28,241	16,537
Repair and maintenance expense	15,365	10,139
Administrative and operating expenses	826,474	689,824
	5,093,913	4,172,962

26 Finance costs

	Note	2026 $	2025 $
Interest expense on lease liabilities	6	56,256	23,845
Unwinding of discount on restoration provisions	14	1,809	738
		58,065	24,583

27 Net surplus for the year

Net surplus for the year includes the following:

	Note	2026 $	2025 $
Paid to the auditor of the Foundation		49,000	47,500
Depreciation of plant and equipment			
- General fund		401,118	274,729
- CST	22	448,726	674,087
Depreciation of right-of-use assets		251,186	88,752
Amortisation of intangible assets			
- General fund		11,299	24,734
- CST	22	311,108	272,316
Amortisation of deferred capital grants	11	(759,834)	(946,403)
Staff costs (see below)		7,187,313	6,433,671
Salaries, bonuses and other costs		6,484,046	5,751,307
Contributions to defined contribution plans		703,267	682,364
		7,187,313	6,433,671

28 Taxation

The Foundation is registered as a charity under the Charities Act 1994. With effect from YA2008, all registered charities are not required to file income tax returns and will enjoy automatic income tax exemption. No provision for taxation has been made in the Foundation's financial statements.

29 Related parties

For the purpose of these financial statements, parties are considered to be related to the Foundation if the Foundation has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Foundation and party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Key management compensation

Key management personnel, who are the trustees/office bearers, of the Foundation are those persons having the authority and responsibility for planning, directing and controlling the activities of the Foundation. The Board of Directors and the General Managers (including human resources, finance, nursing and social work) are considered as key management personnel of the Foundation. The Board of Directors of the Foundation renders its services on a voluntary basis and does not receive any remuneration. However, the General Managers received remuneration that is approved by the Board of Directors.

	Salaries	AWS and variable bonus	Contributions to Central Provident Fund	Total
	$	$	$	$
31 March 2026				
Key management personnel	883,157	140,214	137,016	1,160,387
31 March 2025				
Key management personnel	665,489	146,892	110,736	923,117

During the financial year, no other key management personnel received any reimbursement of expenses, allowances or any other forms of payments, except as described above.

Other related party transactions

The aggregate value of transactions and outstanding balances with key management personnel and entities over which they have control or significant influence were as follows:

	Transaction value for the year ended 31 March		Balance outstanding as at 31 March	
	2026	2025	2026	2025
	$	$	$	$
Type of services rendered				
Internal audit services	20,500	3,000	3,100	–

A Director of the Foundation also sits on the Board of Directors of another non-profit organisation, Shared Services for Charities Limited. The selection of internal audit services was based on the Foundation's tender and procurement process, which takes into consideration the price, professional competency and objectivity, robustness and meticulousness of the proposed internal audit approach as important selection criteria.

Other than the above, there are no other related party transactions during the year.

30 Financial instruments

Financial risk management

Overview

The Foundation has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Foundation's exposure to the above risks, the Foundation's objectives, policies and processes for measuring and managing risk, and the Foundation's management of capital.

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Foundation's risk management framework. The Board has established the Audit Committee, which is responsible for developing and monitoring the Foundation's risk management policies. The Audit Committee reports regularly to the Board of Directors on its activities.

The Foundation's risk management policies are established to identify and analyse the risks faced by the Foundation, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Foundation's activities. The Foundation, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Foundation's Audit Committee oversees how management monitors compliance with the Foundation's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Foundation. The Foundation's Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

Credit risk

Credit risk is the risk of financial loss to the Foundation if a counterparty to a financial instrument fails to meet its contractual obligations, and arises primarily from the Foundation's cash and cash equivalents and trade and other receivables.

The carrying amounts of financial assets represent the Foundation's maximum exposure to credit risk, before taking into account any collateral held. The Foundation does not hold any collateral in respect of its financial assets.

Trade receivables

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis.

The Foundation establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade receivables. The main components of this allowance are specific loss component that relates to individually significant exposures, and collective loss component established for groups of similar assets in respect of losses that have been incurred but not yet identified. The collective loss allowance is determined based on historical data of payment statistics for similar financial assets.

Exposure to credit risk

The exposure to credit risk for trade receivables at the reporting date by counterparty was:

	Carrying amount	
	2026	**2025**
	$	**$**
		Restated*
Government agencies	996,956	405,772
Corporate – insurance providers	266,896	258,204
Individual patients	1,499	20,712
	1,265,351	684,688

The carrying amount of the Foundation's most significant customer was $189,735 (2025: $388,767).

* Comparative information has been re-presented to provide a better presentation of the Foundation's exposure to credit risk.

Impairment losses

A summary of the exposures to credit risk for trade receivables at the reporting date is as follows:

	Non-credit impaired	
	2026	**2025**
	\$	**\$**
Not past due	1,257,842	405,772
Past due 1-30 days	5,945	278,916
Past due 31-60 days	1,564	–
Total carrying amount	1,265,351	684,688

Cash and cash equivalents

The Foundation held cash and cash equivalents of \$52,882,638 as at 31 March 2026 (2025: \$52,256,531). The cash and cash equivalents are held with bank counterparties, which are rated from A3 to Aa1 (2025: A3 to Aa1), based on Moody's ratings, except for fixed deposits of \$24,651,637 (2025: \$22,404,152) which has been placed with a financial institution regulated by Monetary Authority of Singapore but with no available credit rating.

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 Foundation considers that its cash and cash equivalents, other than fixed deposits which has been placed with a financial institution with no available rating, have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents is insignificant.

For fixed deposits placed with a financial institution with no available credit rating, the Foundation uses an approach that is based on an assessment of qualitative and quantitative factors that are indicative of risk of default (including but not limited to the financial institution's parent's credit rating and available press information). There is no significant increase in credit risk for these exposures. Therefore, impairment on these fixed deposits has been measured on the 12-month expected credit loss basis, and the amount of the allowance is insignificant.

Interest receivables, grant receivables, other receivables and deposits

Impairment on these balances has been measured on the 12-month expected loss basis which reflects the low credit risk of the exposures. The amount of the allowance on these balances is insignificant.

Liquidity risk

The Foundation has minimal exposure to liquidity risk as its operations are funded by government grants and subsidies, as well as donations from corporations and individuals. The Foundation has ensured sufficient liquidity through the holding of highly liquid assets in the form of cash and cash equivalents at all times to meet its financial obligations when they fall due. The cash flow maturity of the grants received in advance is identified based on the respective funding projects' agreed time period with Ministry of Health (Note 12). Cash outflows of these balances are only expected when the project expired with unutilised funding balances.

Fixed deposits are placed with reputable financial institutions, which yield better returns than cash at bank. The fixed deposits generally have short-term maturities so as to provide the Foundation with the flexibility to meet working capital needs. All fixed deposits have maturity period of one year.

The following are the expected contractual undiscounted cash outflows of financial liabilities, including interest payments and excluding the impact of netting agreements:

		Cashflows			
	Carrying amount	**Contractual cash flows**	**Within 1 year**	**Between 1 and 5 years**	**Over 5 years**
	$	**$**	**$**	**$**	**$**
2026					
Non-derivative financial liabilities					
Trade and other payables#	2,350,098	(2,350,098)	(2,350,098)	–	–
Lease liabilities	1,897,002	(2,125,905)	(272,711)	(993,194)	(860,000)
	4,247,100	(4,476,003)	(2,622,809)	(993,194)	(860,000)
2025					
Non-derivative financial liabilities					
Trade and other payables#	1,842,023	(1,842,023)	(1,842,023)	–	–
Lease liabilities	2,009,394	(2,290,500)	(234,000)	(956,500)	(1,100,000)
	3,851,417	(4,132,523)	(2,076,023)	(956,500)	(1,100,000)

Excludes Goods and Services Tax payables, net

Market risk

Market risk is the risk that changes in market prices, such as interest rate and foreign exchange rates will affect the Foundation's income or value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising returns.

The Foundation's exposure to market risk for changes in interest rates relates primarily to the Foundation's investment portfolio.

Interest rate risk

At the reporting date, the interest rate profile of the Foundation's interest-bearing financial instruments was as follows:

	2026	2025
	$	**$**
Fixed rate instruments		
Fixed deposits	48,814,902	50,988,250

The Foundation does not account for any fixed rate financial assets at fair value through statement of income and expenditure. Therefore, changes in interest rates at the reporting date would not affect the Foundation's statement of income and expenditure.

Foreign currency risk

The financial assets and liabilities of the Foundation are primarily denominated in Singapore dollars. The Foundation has no significant exposure to foreign currency risk.

Capital management

The Foundation defines "capital" to be the unrestricted funds and restricted funds. The primary objective of the Foundation is to ensure that it maintains a healthy capital position through donations and government grants to sustain its operations.

There are no changes in the Foundation's approach to capital management during the year. The Foundation is not subject to any externally imposed capital requirements.

Accounting classifications and fair values

The carrying amounts of financial assets and liabilities, all of which are not measured at fair value, are as follows. No separate disclosure is made on their fair values as their carrying amounts are reasonable approximations of fair value due to the short period to maturity.

	Note	Amortised cost $	Other financial liabilities $	Total carrying amount $
31 March 2026				
Cash and cash equivalents	10	52,882,638	–	52,882,638
Trade and other receivables*	8	1,927,333	–	1,927,333
		54,809,971	–	54,809,971
Trade and other payables#	13	–	(2,350,098)	(2,350,098)
31 March 2025				
Cash and cash equivalents	10	52,256,531	–	52,256,531
Trade and other receivables*	8	1,572,200	–	1,572,200
		53,828,731	–	53,828,731
Trade and other payables#	13	–	(1,842,023)	(1,842,023)

* Excludes prepayments
\# Excludes Goods and services tax payables, net