



Building a Community in Kidney Care

Annual Report 2025/2026



Established in 1996, Kidney Dialysis Foundation serves to ensure that no dialysis patient perishes due to lack of funds, subsidising over 1,200 patients to date. As we celebrate our 30th anniversary, we reaffirm our commitment to support the financially vulnerable through every stage of their kidney health journey through quality patient-centric care and comprehensive holistic patient support programmes.

We are also committed to expanding our impact and efforts in up-stream kidney health education and awareness through campaigns, community outreach, and educational seminars.

Donations will be received by Kidney Dialysis Foundation Limited, an IPC registered under the Charities Act (UEN with Prefix: 199600830ZK33).

TABLE OF CONTENTS

Opening

03 Chairman and CEO’s Message

Our Impact

06 Impact Report

08 Patient Profile

30 Years of Unwavering Care

10 Patient Welfare Programmes

12 Holistic Patient Care

18 Clinical Standards & Efficacy

Community of Care

22 Outreach and Education

25 Volunteers

31 Fundraising

Governance and Finance

36 KDF Management

37 Organisational Structure

38 Board of Directors

40 Board Committees

44 Corporate Governance

50 Financial Policies

51 Donor Recognition

Chairman and CEO’s Message

30 years of Patient Centric Care, 30 years since we embarked on this journey of ensuring no one perishes due to the lack of funds for dialysis. All of us at the Kidney Dialysis Foundation are immensely proud of how far the organisation has come since its founding and are deeply humbled by the outpouring of compassion and selfless service from our treasured partners, volunteers and donors over the past 30 years.

A lot can happen in the space of 30 years. Since KDF was founded in 1996, the world has evolved at a rapid pace. Technology has progressed leaps and bounds, moving from dial-up to the high-speed networks we enjoy today. Healthcare has also had a fair share of moments. The world experienced two global pandemics in SARS and COVID-19, which stretched our limits and tested our capabilities. Through every high and low, the Kidney Dialysis Foundation has met every step with unwavering dedication to our beneficiaries and an open mind to new and exciting opportunities to better scale our work. While the Board, management and care team have evolved and changed over the past 30 years, our legacy has withstood time and our Founder, Dr Gordon Ku’s, mission continues — that no patient in Singapore shall perish because they cannot afford dialysis treatment.

Through the support of a multitude of generous donors, patients such as Ms. Joanne Sim, who has been dialysing with us since our founding, can continue to live purposeful and fulfilling lives through quality life-sustaining dialysis. Donors such as Mr. Foo Tiang Ann, who has committed to sponsoring two dialysis machines per year till he turns 99 years old, are the bedrock of our efforts in building a warm and compassionate community in kidney care.

EMBRACING A NEW CHAPTER

As we reflect on and celebrate the 30 years of purpose-driven work the Kidney Dialysis Foundation has done, we excitedly look forward to the next chapter in our journey and plan in eager anticipation to bring our work to another level for the benefit of our beneficiaries and to the wider community.

K- KIDNEY HEALTH FOR ALL, FOR LIFE

Our patients remain at the heart of all that we do, and we stay committed to patient-centric care by continuously improving treatment experiences, social support, and holistic patient care programmes. The increase in our patient age demographic stresses the added need for more comprehensive healthcare, beyond dialysis. Our existing Physiotherapy Fall Injury Risk Management (FIRM) Programme and Dietitian Programme have already yielded positive outcomes in our patients, and we are actively pursuing opportunities to increase patient uptake and investment in equipment and systems to amplify the good work we are already doing.

We also recognise the increasing importance of moving upstream towards early kidney health education and expanding our influence and impact. Through outreach and strategic community partnerships, we are continuously seeking fresh and exciting opportunities to educate the wider community about kidney health. We reaffirm our commitment to advocating for better kidney health for all, sick or healthy.

D- DRIVE, DEEPEN, DELIVER

For the Kidney Dialysis Foundation to continue its trajectory of growth, and breaking past beyond, we need to look beyond ourselves and towards new initiatives, partnerships and resources that enable us to elevate the work we do.

Establishing strategic partnerships that are mutually beneficial enables us to widen our reach and strengthen our presence throughout various communities. We must remain proactive in seeking opportunities to broaden our influence and attentive to available resources we can harness to further enhance our operations and impact. We did not make it to 30 years by staying stagnant and idle, and we fully intend to continue and sustain our upward trajectory.

While we actively seek to widen our sphere of influence, we also want to grow deeper in our commitment to serving the communities we are already in with excellence and compassion. We recognise the untapped potential of strengthening our presence in our existing communities and have ambitious goals that aim to stretch us as an organisation.

F- FUELING SUSTAINABLE GROWTH

A mark of a successful organisation, and one that stands the test of time, is one that solidifies its foundations and sets itself up to continuously grow through innovation. While we keep our feet firmly planted on the ground in serving our beneficiaries well, we intend to stretch ourselves and reach up towards ambitious yet achievable goals. We will continue to explore new opportunities to grow the work and improve on processes, equipment and overall performance— while also ensuring scalability and sustainability is thoroughly considered and discussed.

THE HANDS THAT MAKE THE DIFFERENCE

The past 30 years have been purpose-filled and marked by multiple remarkable milestones and achievements. We thank all our donors, volunteers and partners who have selflessly helped us to reach where we are today through generous donations or through their time and efforts, and for believing in our mission.

For all our staff and care teams, past and present, we thank you for your zealous commitment and professional service, and we look forward to welcoming many others to our team and family.

We are incredibly excited for the years ahead, and we sincerely ask that you continue to support us in the years to come.

With deep appreciation,



Dr Lim Cheok Peng
Chairman



Mr Peter Lee
Chief Executive Officer

Impact Report

MISSION

We serve and support the needy at every stage of their kidney health journey.

VISION

To ensure that no kidney patient will perish because of the lack of funds for dialysis

FRAMEWORK FOR EFFECTIVE IMPACT REPORTING

Effective impact reporting is fundamental to building trust, enhancing accountability, and guiding strategic decision-making. It should be mission-driven, goal-oriented, and focused on delivering meaningful and measurable outcomes. A strong focus on impact reporting allows charities to move beyond surface-level activity tracking and instead concentrate on deeper-level metrics that point to real change. To be credible, reporting must be objective and transparent, avoid selective data presentation, and include external validation where possible. When done well, it builds internal clarity and alignment, strengthens external credibility, and enhances a charity’s ability to secure long-term support and funding.

IMPACT

Equitable access to life-saving dialysis for low-income patients.

Improved quality of life and dignity in care for underprivileged kidney patients.

A stable and empowered workforce delivering high-quality patient centric and compassionate care at Kidney Dialysis Foundation.

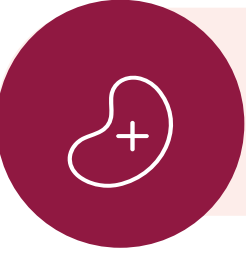
High standards of clinical care and safety maintained across all centres.

Operational efficiency through continual digital transformation.

Long-term institutional sustainability.

Sustainable fundraising ecosystem enabling continuous quality patient care and improvements.

Robust community engagement, increased up-stream education and awareness of kidney health, strengthen donor partnerships and foster stronger stakeholder support.

	Access & Equity	92.6% ZERO-COST DIALYSIS	• \$6,315,395 MOH Subvention • Subsidised Dialysis across 4 Centres at Admiralty Link, Bishan, Ghim Moh and Kreta Ayer. • 338 Patients served as of 31st March 2026 • 92.6% incur no out-of-pocket expenses as of 31st March 2026 • 69% of patients from the lowest income tier (≤\$1500 PCI)
	Clinical Excellence	98% PATIENTS WITH KT/V* ≥ 1.2	• \$2.37m AIC Community Silver Trust (CST) Grant to improve service operations, digitalisation and patient care. • 66 nurses, social workers, physiotherapists, patient care associates and wellness coaches • More than 2,500 staff training hours to upskill clinical competencies and knowledge • 98% of patients with *KT/V ≥ 1.2 • 90% Emergency Readiness audit ratings across all 4 centres • 87% Cleanliness audit ratings across all 4 centres • 85% Infection Prevention and Control audit ratings across all 4 centres
	Operational Efficiency	95% PRODUCTIVITY GAIN & PROCESS EFFICIENCY	• HRMS SaaS (TIMES): Core HR Functions and Workforce Management (e.g. Claims , Time Attendance, e-letters etc.) and Employee Experience (Self Service on mobile Apps). • IMS/WMS SaaS (BC): Inventory Management System/ Warehouse Management System and P2P (Business Central): (Procure-To-Pay). • 100 hours Cycle Time saved in completion of core HRMS business workflows. • +95% Throughput increase across IMS/WMS and P2P workflows. • 95% of the manual steps successfully eliminated via Automation.
	Patient Quality Of Care	30% IMPROVEMENT IN MOBILITY	• Physiotherapy Fall Injury Risk Management (FIRM) Programme implemented in 2023. • Overseen by a registered Allied Health Professionals Council (AHPC) physiotherapist. • 6,489 physiotherapy sessions conducted in FY2526. • 30% improvement in mobility and 65% prevention of deterioration • 30% improved physical function and elevated SPPB* category (clinically significant) and 75% maintenance of SPPB function category.
	Engagement	76,000+ DIGITAL ENGAGEMENTS	• 7 Fundraising Campaigns and 1 Kidney Health Awareness Campaign, including Got To series and World Kidney Day. • \$5.52m Raised • 76,900 digital engagements • 13,186 followers across social media platforms • 11,700 participants attended events

Patient Profile

Patients are usually referred to the Foundation by medical social workers from restructured government hospitals and undergo means-testing. To date, Kidney Dialysis Foundation has served 1,218 patients, 86 of whom have received a new lease on life through kidney transplants.

PATIENT STATISTICS

Patients in the haemodialysis programme receive care at Kidney Dialysis Foundation’s dialysis centres, while those in the peritoneal dialysis programme receive portable subsidies to support their treatment and laboratory tests. For patients who are unable to receive treatment at Kidney Dialysis Foundation’s dialysis centres due to complex medical conditions, Kidney Dialysis Foundation provides portable subsidies to support their dialysis at private centres.

As of 31 March 2026, our total patient count stood at 338 — comprising 336 patients on haemodialysis, 1 on peritoneal dialysis, and 1 on haemodialysis with portable subsidies.

AGE

Elderly patients (above 61 years old) represent the largest segment of those served by Kidney Dialysis Foundation (247), followed by middle-aged individuals (41–60 years old) (81). As of 31 March 2026, 73% of Kidney Dialysis Foundation’s patients were elderly, 24% were middle-aged, and only 3% were 40 years old or younger.

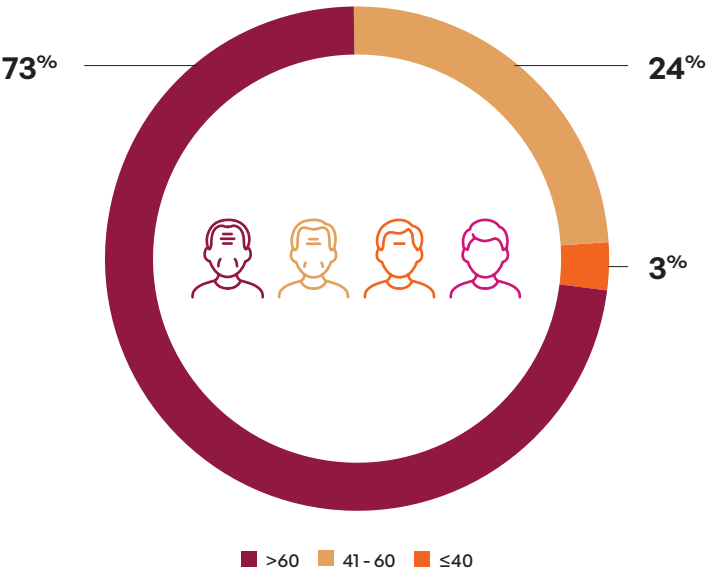
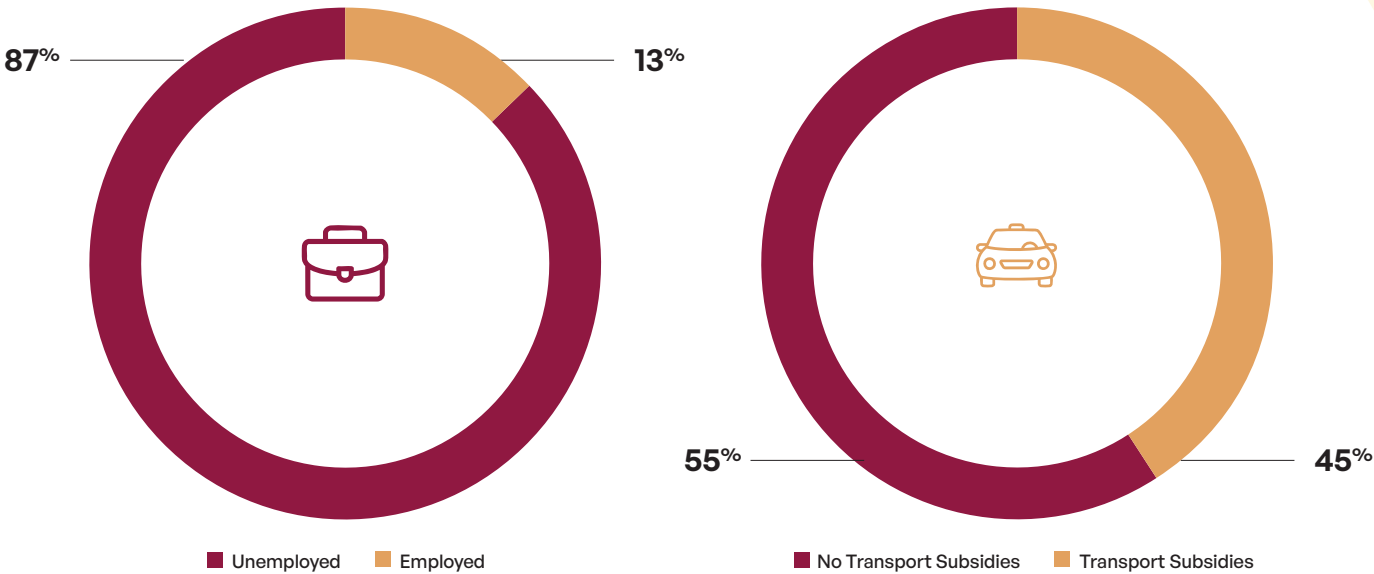


Figure 1: Distribution of patients by age

EMPLOYMENT AND MOBILITY STATUS

Within the Kidney Dialysis Foundation patient population, only (44) 13% are currently employed. The majority comprise retirees, homemakers, or individuals who are unable to work due to advanced age or underlying medical conditions. Among those who are employed, most hold blue-collar roles such as drivers, machine operators, cleaners, or general workers.

Of the 338 patients supported by the Foundation, (154) 45% of patients receive transport subsidies, ranging from schemes such as cab card, wheelchair friendly vehicle transport and ambulance transport. Patients who qualify for transport subsidies are assessed based on their mobility status.



PATIENT SUBSIDY

Kidney Dialysis Foundation’s patients receive subsidies of varying amounts for their dialysis treatments, medication, and transportation fees, depending on their household income.

Based on means-testing criteria set by the Ministry of Health (MOH), 96% of Kidney Dialysis Foundation’s patients qualified for government subsidies. The table below shows the number of Kidney Dialysis Foundation patients who were under the various income-bands under the MOH means-test.

As of 31 March 2026, 92.6% of our patients did not have to pay any out-of-pocket expenses for dialysis treatments.

PATIENT OUT-OF-POCKET EXPENSES	PATIENT COUNT		TOTAL	PERCENTAGE
	HD	PD		
\$0	312	1	313	92.6
\$1-\$200	19	0	19	5.6
\$201-\$400	4	0	4	1.2
Above \$400	2	0	2	0.6
Total	337	1	338	100%

Table 1: Out-of-Pocket expenses per month of patients for dialysis treatments

MONTHLY PER CAPITA INCOME	PATIENT COUNT		TOTAL	PERCENTAGE
	HD	PD		
\$0-900	185	0	185	55
\$901 - 1,500	46	1	47	14
\$1,501 - 2,300	59	0	59	17
\$2,301 - 2,600	12	0	12	4
\$2,601 - 3,600	25	0	25	7
Above \$3,601	10	0	10	3
Total	337	1	338	100%

Table 2: Patients per capita income based on MOH’s means-test

¹Means-testing is used to determine the amount of subsidies each patient is eligible for. Persons from lower-income households will be granted higher subsidies under the means-testing framework

Patient Welfare Programmes

At Kidney Dialysis Foundation, our mission is to provide critical care and support to underprivileged patients with end-stage kidney disease.

We are committed to ensuring every patient has access to life-sustaining dialysis treatment and holistic care. Beyond dialysis, our range of support initiatives includes the Adopt-a-Patient Programme and subsidies for medication and transport — all intricately designed to improve our patients’ quality of life.



SN Abegail, SN Nursyakhirah, Mr Chan M.K, SN Jasper



Mr Khoo B.K and SSN Cathy



Mr Owyeeong H.K.

SUBSIDISED DIALYSIS PROGRAMME

Kidney Dialysis Foundation operates four haemodialysis centres located in Admiralty Link, Bishan, Ghim Moh, and Kreta Ayer, offering a combined capacity of 432 dialysis stations. Since 1996, we have remained committed to supporting financially needy patients by providing subsidised dialysis treatments. Subsidy levels are determined through means-testing assessments conducted by the Ministry of Health.

PORTABLE SUBSIDY PROGRAMME FOR PERITONEAL DIALYSIS (PD)

Launched in 2017, this programme provides financial assistance to patients undergoing peritoneal dialysis at home. Subsidies cover routine blood tests and dialysis solution packages, helping patients manage their treatment comfortably while easing financial strain.

PORTABLE SUBSIDY PROGRAMME FOR HAEMODIALYSIS (HD)

This programme supports patients with complex medical conditions who are unable to receive treatment at Kidney Dialysis Foundation’s dialysis centres. These patients can receive haemodialysis at appropriate external medical facilities, with continued financial assistance through our subsidies.

SUBSIDISED MEDICATION PROGRAMME

Patients often require essential medications to support their ongoing care. This programme provides subsidies for drugs such as Erythropoietin (EPO), One Alpha, Venofer, Lanthanum Carbonate, Cinacalcet, and Hepatitis B vaccines. Additionally, patients have access to highly subsidised protein supplements to meet their nutritional needs.

ADOPT-A-PATIENT PROGRAMME

This initiative offers an additional layer of support for patients facing severe financial hardship. Through the Adopt-A-Patient Programme, Kidney Dialysis Foundation provides a second-tier subsidy to help cover the co-payment portion of treatment fees, so that patients are not required to pay any fees out-of-pocket. Subsidies are borne entirely by the Foundation.

TRANSPORT SUBSIDY PROGRAMME

Introduced in November 2016, this programme provides fully subsidised point-to-point transport via taxi to patients with mobility issues or those at moderate-to-high risk of falling. In 2023, the programme was expanded to include van transport services using wheelchair-accessible vehicles for patients with severe mobility challenges who require one-man assistance and are unable to commute via taxi, as well as ambulance transport services. For FY25/26, (154) 45% of the Foundation’s patients receive these subsidies. The Kidney Dialysis Foundation remains committed to addressing the peripheral issues patients might face and introducing support programmes such as the Transport Subsidy Programme to provide patients with an enhanced dialysis journey and experience. For FY25/26, \$641,000 was channelled into supporting patients under the programme.

Holistic Patient Care

At Kidney Dialysis Foundation, we believe in a patient-centred, high-quality, safe and all-encompassing approach to care that goes beyond dialysis treatment.

Our model integrates clinical excellence, continuous assessments, patient education, and psychosocial support — ensuring that every individual’s physical, emotional, and social needs are addressed throughout their care journey.



Mdm D. Lim and SN Yansen

PHYSIOTHERAPY FALL INJURY RISK MANAGEMENT (FIRM) PROGRAMME

Patients with end-stage kidney disease often face complications such as muscle wasting and reduced protein reserves, which can lead to uremic myopathy and neuropathy — conditions associated with increased hospitalisation and mortality risk. To address these challenges, Kidney Dialysis Foundation launched a dedicated physiotherapy fall injury prevention programme in 2023. For FY25/26, 6,489 physiotherapy sessions were conducted, with a 30% improvement in functional mobility and 65% prevention of functional mobility deterioration observed among participating patients.

Conducted by our in-house wellness coaches and overseen by a registered Allied Health Professionals Council (AHPC) physiotherapist, the FIRM programme helps reduce the risk of falls among dialysis patients, who are especially vulnerable due to physical weakness. The programme features targeted exercises to improve balance, coordination, and muscle strength. Each patient’s programme is carefully designed and individualised to better address every individual’s needs and capabilities.



Mr Khoo B.K. and Wellness Coach Avis



Mdm Leong F.P. and Wellness Coach Avis

Patients such as Mr. Abidin have been faithful participants of KDF’s Physiotherapy Fall Injury Risk Management (FIRM) Programme. Aimed at counteracting the physical toll of dialysis and kidney failure on the body, as well as improving overall patient mobility and cardiovascular health, the FIRM programme has made a monumental impact on Mr. Abidin’s livelihood.



“Before I was part of this (programme), I could barely walk 3 metres before feeling out of breath. It used to take me 30 minutes to get from my bedroom to the toilet.”

Senior Physiotherapist Abigail with Mr M. Abidin Abdul Rahim speaking on his physical condition prior to enrolling in the FIRM Programme

Long before dialysis was part of his vocabulary, Mr. Abidin inhabited a world that demanded peak physical performance. Guarding the doors of clubs along Clarke Quay and serving as a personal bodyguard for high-profile VIPs, he thrived in an environment where strength was currency. For a man whose identity and work were built on physical dominance and vitality, the stark contrast of who he was before to his current condition was a hard pill to swallow. Yet, he did not give up, and aspires to regain his mobility and fitness gradually, with the help of the FIRM programme.

The results of Mr. Abidin’s determination and resilience and the programme’s curated wellness plans have been nothing short of transformative. He is now able to walk around his house with new-found ease, and he also enjoys cycling around his neighbourhood to exercise and pass the time.



Mdm. Mack Juliana, another patient enrolled in the FIRM Programme, too, has benefitted greatly from the FIRM Programme.



“Recently, on a holiday with my family, my daughter exclaimed that I was walking too quickly and had to slow down. I did not notice that I was able to walk so quickly and feel less breathless. Now I walk faster than my daughter and they have to catch up to me.”

Mdm. Juliana on the impact the FIRM Programme has had on her mobility and cardiovascular health.

As part of our continued commitment to providing holistic care to our patients, the FIRM Programme is available to all patients, and we actively review the programme to ensure safety, impact and overall patient experience. Our dedication to patient-centred care emboldens us to explore new avenues and initiatives for our patients’ benefit — so that more patients can experience real and impactful change, just as Mr. Abidin and Mdm. Juliana have benefitted.

PATIENT STORIES SUCH AS MDM. JULIANA’S OR MR. ABIDIN’S PIQUED YOUR INTEREST?

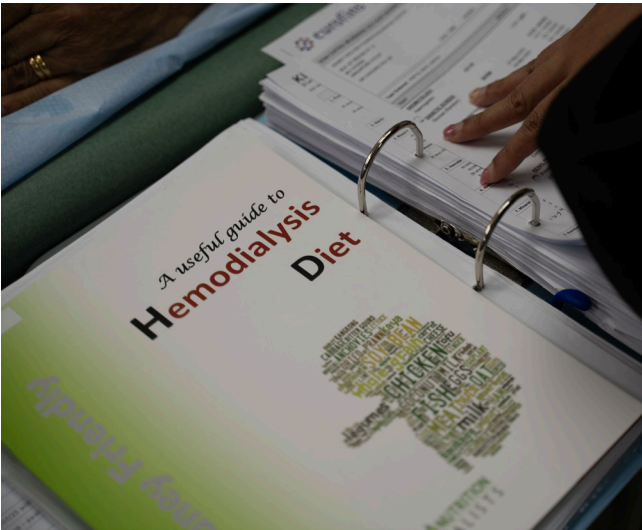
Scan this QR code to read their full stories, and many other inspiring patient stories.



DIETITIAN PROGRAMME

For dialysis patients, maintaining proper nutrition is essential to health outcomes, yet remains an ongoing challenge. At the Kidney Dialysis Foundation, we adopt a holistic approach to nutritional support as part of our dialysis care.

We work closely with dietitians from Food & Nutrition Specialists, who regularly review patients’ blood test results and dietary habits to develop practical, tailored meal plans. This is complemented by regular educational talks covering a broad range of topics, designed to support patients holistically and empower them to take a more proactive role in safeguarding their health.



Mdm D.W. Wijendra and Dietitian Michelle

PATIENT ORIENTATION AND EDUCATION

Upon enrolment into our dialysis programme, patients are guided through their treatment journey by our dedicated nurses and social workers. Comprehensive education is provided on the dialysis process, supported by a detailed patient handbook that outlines key information. In addition, our primary nurses and dietitians regularly conduct sessions to educate patients on proper medication use and the importance of following dietary recommendations.

HEPATITIS B CORE SCREENING FOR PATIENTS

In our ongoing commitment to infection prevention, Kidney Dialysis Foundation conducts proactive Hepatitis B core screening. In FY2025/2026, 0.6% of our patients — those who tested negative for HBsAg and had Anti-HBs levels below 100 — were screened to identify any cases of occult Hepatitis B infection. This preventive measure plays a vital role in reducing the risk of transmission and protecting patient health.



Mr Tan B.C and SSN Yi Ching



Mdm Nor Aisha M. Noor

HUBLET TABLET

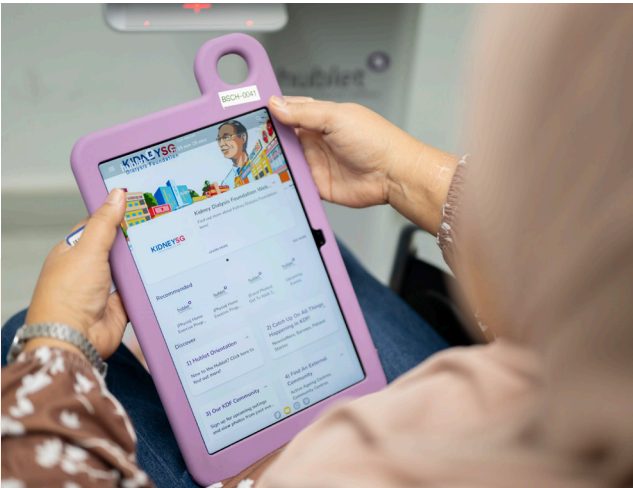
A typical dialysis session lasts up to four hours, during which patients spend most of their time seated at their dialysis station. Recognising an opportunity to make this time more engaging and meaningful, KDF partnered with Hublet to introduce a tablet-based platform that brings entertainment, education and information directly to our patients.

Available for loan during dialysis sessions, Hublet offers a personalised digital experience featuring streaming services, games, health information and educational resources tailored to support patients on their kidney care journey. Beyond entertainment, the platform serves as an accessible channel for patient learning and engagement.

As we continue to enhance the patient experience, KDF is exploring new partnerships and content offerings to expand the range of services available through Hublet, ensuring that time spent on dialysis can be both productive and enjoyable.

CLINICAL CARE AND REGULAR REVIEWS

To maintain high standards of care, our dialysis centres are supported by nephrologists from both restructured hospitals and the private healthcare sector. Patients undergo monthly medical reviews, and partnerships with nearby general practitioners ensure prompt access to additional medical support when necessary. The Foundation directly manages the dialysis centres at Bishan, Ghim Moh, and Admiralty Link, while the Kreta Ayer centre is operated by experienced external nursing teams who strictly follow Kidney Dialysis Foundation’s clinical and nursing protocols.



PSYCHOSOCIAL SUPPORT, PATIENT EDUCATIONAL SEMINAR AND OUTINGS

Established in 1997, Renal Friends is a KDF initiative led by our nurses to support the psychosocial well-being of patients and caregivers. Through patient education talks, support sessions and recreational outings, patients have opportunities to learn, connect and engage beyond the dialysis centre.

By combining health education with meaningful social activities, Renal Friends fosters peer support, reduces social isolation and empowers patients to navigate their kidney care journey with greater confidence and resilience.



City Sprouts @ Henderson

Along with our patient support group and befrienders, Renal Friends, our patients were treated to an immersive nature retreat at City Sprouts @Henderson, combined with an essential teaching session on fall prevention from Senior Principal Physiotherapist Ms. Yong Limin and Senior Physiotherapist Ms. Abigail Wang from MOH Holdings. Our patients engaged in a hands-on farm-to-table cooking experience and were joined by our Medical Director, A/Prof Lina Choong. Our patients enjoyed a day full of engaging activities and allowed them to enjoy each other’s company out in nature.

Singapore Oceanarium

We organised a fun-filled day for our patients, comprising of an interactive fire safety talk from the Singapore Civil Defence Force (SCDF) at HomeTeamNS Khatib, and culminating with “a whale of a time” at the Singapore Oceanarium. LTA Ng Hao Ming, Public Education Officer from SCDF, was the speaker for the session’s fire safety talk. LTA Ng touched on relevant topics such as Active Mobility Device fires and safety, and wrapped the talk up with an energetic quiz segment which helped reinforce learning. Joined on the day by our 53 treasured CabbyCare volunteers from ComfortDelGro Taxi, who volunteer to help ferry our patients that require mobility assistance, our patients and staff gleefully boarded their arranged modes of transportation to head towards the highly anticipated next location, The Singapore Oceanarium. Our staff, patients and caregivers were given free rein explore the Singapore Oceanarium, soaking in the serene calmness of marine life and sea, enjoying a well-deserved break away from their usual schedules.



Clinical Standards and Efficacy

At Kidney Dialysis Foundation, delivering the highest standard of clinical care is our foremost priority.

We have implemented rigorous protocols and best-practice guidelines across all our dialysis centres to ensure consistent, exemplary service. These measures not only support quality outcomes for patients but also contribute to the continuous training and professional development of our nursing teams.



CONTINUOUS QUALITY IMPROVEMENT

Guided by our Medical Director, A/Prof Lina Choong, a dedicated team comprising nurse managers and Kidney Dialysis Foundation nursing staff actively monitors dialysis adequacy indicators (KT/V). In FY2025/2026, 98% of our patients achieved a KT/V score of 1.2 or above, indicating effective dialysis treatment. The team also tracks key nutritional markers — including albumin, potassium, and phosphate levels — to ensure holistic patient management.

INFECTION PREVENTION AND CONTROL AUDITS

Ensuring a safe treatment environment is integral to our care philosophy. To minimise infection risks, Kidney Dialysis Foundation conducts biannual infection control audits at all dialysis centres. In FY2025/2026, audits held in September 2025 and March 2026 confirmed that all centres surpassed the 85% compliance threshold, reflecting strong adherence to infection prevention protocols.

SAFE AND HYGIENIC CARE FOR OUR PATIENTS

Protecting the health of immunocompromised patients is critical. Kidney Dialysis Foundation maintains strict hygiene standards through routine inspections of cleanliness, disinfection practices, and product use. Housekeeping teams undergo specialised training to meet these standards. In FY2025/2026, all four dialysis centres attained audit scores above 87%, reinforcing our commitment to a safe, hygienic care environment.

CLINICAL DRILLS

To ensure staff readiness in the face of medical emergencies — such as cardiac arrest, air embolism, hypotension, hypertension, blood loss, or pyrogenic reactions — Kidney Dialysis Foundation conducts annual clinical drills at all dialysis centres. In FY2025/2026, these drills were successfully completed with all centres achieving scores above 90%, demonstrating our staff’s preparedness and competence.

GLUCOSE MONITORING

All registered nurses at Kidney Dialysis Foundation are certified in blood glucose monitoring using glucometers. Training also covers the identification and management of glucose-related complications. To ensure continued proficiency, an annual recertification test is administered by nurse managers as part of our competency assurance framework.

VACCINATIONS

The Kidney Dialysis Foundation provides Hepatitis B and influenza vaccinations at no cost to all patients. Vaccination exercises are conducted yearly and administered onsite at our dialysis centres to ensure convenient access and uptake. This forms part of our ongoing efforts to protect patients from vaccine-preventable infections and support their overall health and well-being.

INTRAVENOUS (IV) ADMINISTRATION OF MEDICINES

To maintain safe and effective IV medication practices, all registered nurses at Kidney Dialysis Foundation undergo annual recertification in IV administration. In FY2025/2026, IV pharmacology training — conducted by pharmacist Dr. Loh Huei Xin — was provided to 20 registered nurses, followed by a certification exercise. A central register of authorised personnel is maintained and overseen by our nursing and charge nurse teams.

STAFF COMPETENCY CHECK

To uphold consistent standards of care, Kidney Dialysis Foundation conducts annual competency checks for dialysis-related procedures. These assessments are carried out in collaboration with each centre’s charge nurse and ensure that nursing protocols are followed uniformly across all dialysis centres.

IN-SERVICE EDUCATION

Acknowledging the evolving nature of healthcare, Kidney Dialysis Foundation provides ongoing in-service education in line with Singapore Nursing Board (SNB) requirements. In FY2025/2026, six Continuing Professional Education (CPE)-accredited sessions were organised to sharpen nursing competencies while allowing staff to earn credits needed for license renewal.

PRECEPTOR COACHING

Strengthening the capabilities of our nursing workforce is a key priority. Kidney Dialysis Foundation invests in training experienced nurses to serve as preceptors, enabling them to guide junior staff and newly joined foreign-trained nurses.



Mdm Tan Geok Kee and Dr Lina Choong



Outreach and Education

At the Kidney Dialysis Foundation, outreach and education are at the heart of our mission to combat kidney disease. We are dedicated to engaging both patients and the public, fostering a culture of awareness, understanding, and community support.

Through our targeted programmes and initiatives, we strive to empower individuals with knowledge and inspire healthier lifestyle choices. More than just raising awareness, our goal is to equip both patients and the wider community with the tools and motivation needed to take proactive steps in preventing kidney disease and improving overall well-being.

COMMUNITY OUTREACH EVENTS

We recognise the growing importance of reaching out to our community and equipping the public through upstream kidney health education. Through our engaging and educational community outreach events, we aspire to condense kidney health information into simple, understandable formats that enable participants to take simple and doable steps to foster greater kidney health.



Lonpac Insurance Health Talk

Led by our Head of Clinical Services, Ms. Petra Chong, our team conducted a health talk at Lonpac Insurance on the critical link between diabetes and kidney disease.

Practical kidney care tips were shared and involved active participation from the participants.



World Kidney Day 2026 – Ulu Pandan Senior Citizen’s Centre

As part of our annual efforts to commemorate World Kidney Day, we organised a Community Outreach event in the Ulu Pandan neighbourhood, adjacent to our Ghim Moh dialysis centre. Located at Ulu Pandan Senior Citizens’ Centre, the day was filled with health talks from our partnering clinic, Victory Clinic & Surgery, free health screenings from our Clinical Staff, and interactive education boards filled with kidney

health information to aid participants in a short quiz. Supported by our treasured community partners in the Caregiving Welfare Association and Lions’ Befrienders, as well as student volunteers from the Singapore Management University, we brought kidney health education to the heartlands to promote early screening and detection.



Lions’ Befrienders Health Talk

Organised in partnership with our community partner, Lions’ Befrienders, in the Ghim Moh area, in the lead up to World Kidney Day 2026, our team engaged with Lions’ Befrienders’ beneficiaries for an interactive health talk. Met with a jovial and participative audience of elderly beneficiaries, our Clinical Services and Patient Welfare Services team were on hand to present on a spread of topics. The beneficiaries enjoyed an educational session filled with quizzes, which invigorated the beneficiaries to compete for prizes.



Human Library

Beyond raising awareness of kidney health, KDF believes it is equally important to deepen understanding of the lived experiences behind chronic kidney disease. Through the Human Library initiative, patients are given a safe and supportive platform to share their personal stories directly with members of the public. These authentic conversations challenge misconceptions about kidney disease and dialysis while fostering greater empathy, understanding and human connection.

More than a storytelling platform, Human Library extends KDF’s impact beyond the dialysis centre by bringing patient voices into the community. Through these stories, audiences gain a deeper appreciation of the challenges, resilience and aspirations of individuals living with kidney disease, helping to build greater awareness and support for kidney health.

As the initiative evolves, KDF plans to broaden discussions beyond patient experiences to encompass the full kidney health journey—from prevention and early detection to living well with chronic kidney disease.

Our Volunteers

The scale of work that we have managed to achieve and execute would not be possible without the priceless contributions and help from our treasured volunteers. They serve as extra hands and feet that help make our ambitions and aspirations a reality.

Spanning long-term volunteers who have regularly offered their time and energy to support our events, to student volunteers who offer their youthful exuberance and zeal, our volunteers are and continue to be a pivotal part of our efforts in building a community in kidney care.



STUDENT VOLUNTEERS

National Junior College

Students from the National Junior College (NJC) have been an active presence in our community since April 2024. Through their heartfelt student-led volunteering initiative, Project Wishing Wells, the programme reflects the compassion and drive of over 100 dedicated student volunteers, who have committed their time to brightening the days of patients at our dialysis centres in Kreta Ayer, Bishan, and Ghim Moh through befriending initiatives.

Students take turns visiting our centres in the evening to engage in conversation with our patients, providing emotional encouragement and listening ears. Through the experience, the NJC students gain invaluable insights into the lived experiences of those with chronic kidney disease and develop emotional competencies of empathy, compassion, and active listening. Entirely student-led and self-sustained, the students never fail to show up week-on-week. Their contributions continue to inspire hope and foster a caring community — one conversation and one connection at a time.



Singapore Management University

Similarly, students from the Singapore Management University have been volunteering with KDF since 2024. This year, as part of our continued partnership with SMU, under the guidance of Ms. Patricia Lui, we had the privilege of working with SMU’s international students to develop social media content and for on-ground activations for multiple initiatives and events. The students took initiative to visit our centres and interact with our patients, all while brainstorming potential social media content angles to highlight KDF’s programmes and enhance our social media presence.

The students also took on the challenge of curating content to promote our Hublet— an information, education and entertainment hub housed in a tablet. The Hublet is readily available to our patients to utilise during their dialysis sessions, where they can easily browse the play games, catch up with the latest happenings at KDF, and read through relevant healthcare information. In support of our efforts to increase the Hublet usage uptake, the SMU students took the opportunity to learn how to use the Hublet and spent an afternoon introducing the Hublet to patients and coaching them on how to use it. Additionally, in support of our World Kidney Day 2026 community event, the students volunteered their Saturday morning to lend their support to make the event successful.

We look forward to the continued partnership with more enthusiastic, compassionate, and creative students from SMU to make an impact on the healthcare charity space.





CHINESE COMMUNITY COMMITTEE VOLUNTEERS

The Chinese Community Committee (CCC) has been a cornerstone in Kidney Dialysis Foundation’s fundraising efforts since 2003. Members have generously contributed their time and resources to make our fundraising events successful. They have never failed to support the Kidney Dialysis Foundation in its mission, and have repeatedly reaffirmed their commitment in lending their efforts for CCC led fundraising events.

A VOLUNTEER’S PERSPECTIVE

For David, a student from SMU, it started as a university requirement. He chose KDF because he wanted to spend his time somewhere it would count — somewhere, as he puts it, he could “directly contribute to improving the daily lives of people who may be quietly going through many difficulties.”

Like many student volunteers, he first imagined something structured and time-bound: helping at events, engaging beneficiaries during scheduled activities, and contributing in ways that felt meaningful within a defined scope.

What he encountered at KDF, however, was something different.



At times, he found himself sitting beside patients, guiding them through the Hublet tablet step by step. On other days, worked with his team to create content, translating everyday patient interactions into stories that could be shared beyond the centre. In between, he helped out at the Foundation’s World Kidney Day activation, encouraging members of the public to pause and engage with educational materials they might otherwise walk past.



Each of these experiences offered a different angle — the patient experience inside the centre, the public understanding outside it, and the communication work that connected both.

Over time, moving between these settings made one thing clearer: dialysis was not an isolated medical appointment, but a recurring structure in patients’ lives.

Before KDF, he understood dialysis in the way many people do — as a medical treatment that patients go for regularly. What became clearer through experience was how much more it involved: long hours that repeat several times a week, physical fatigue that builds quietly over time, and a routine that gradually reshapes the rhythm of daily life. For many patients, this routine carries multiple layers of strain. It is physical — the fatigue of extended sessions, often compounded by mobility challenges that make travel itself difficult. It is financial — with monthly treatment costs that can reach around \$3,000. And it is emotional — the quiet adjustment of work and life around medical necessity.

Sitting with this reality over time, David began to see how easily it can be overlooked from the outside — and how much effort it takes simply to keep going through it.

“Many patients continue to endure these challenges quietly,” he reflected. “I became more aware of how meaningful it is to contribute in ways that may seem small but can still make someone’s day a little easier.” That perspective led him to a more grounded understanding of support — that it does not sit in one place or one group but is built across many. Individuals who show up.

Organisations that create structure. A wider community that chooses to not to look away.

“WHEN DIFFERENT PARTS OF THE COMMUNITY COME TOGETHER,” HE SAID, “THE BURDEN ON PATIENTS FEELS A LITTLE LESS LONELY AND A LITTLE MORE SHARED.”

It is a simple idea. But it is also the one that quietly holds the work of our volunteers together — and the community we continue to build at KDF.



Fundraising

Kidney Dialysis Foundation is heavily reliant on public funding to sustain our programmes for underprivileged patients and to sustain our operations.

For FY25/26, fundraising income accounted for 29.16% of the Foundation’s total income.



CHINESE COMMUNITY COMMITTEE
Since its establishment in 2003, the fundraising directors and members of the Chinese Community Committee (CCC) have generously contributed their time, resources, and personal networks to deepen Kidney Singapore’s engagement with the local Chinese community — including associations, clans, and temples. United by a shared mission to support the Foundation, the CCC continues to take the lead in organising fundraising efforts during the seventh lunar month, which remains their core responsibility.

CORE COMMITTEE MEMBERS (FY25/26)
Mr Lawrence Lim – 林胜来
Ms Jennifer Lim – 林丽珠律师 PBM
Mr Ong Lian Kwang – 翁两光 PBM
Master Hui – 慧戒师傅
Mr Richard Lee – 李贵PBM
Mr Peter Sng – 孙财安
Mr John Yeo – 杨德洲 PBM
Mr Andrew Lim – 林振家
Ms Sandy Pang – 冯沁颜

CHARITY ICON LAUNCH 2025
Since 2003, the Kidney Dialysis Foundation Charity Icon Launch has served as an avenue to bring the community together in support of a shared cause — raising funds for dialysis patients in need. Spearheaded by the Chinese Community Committee (CCC) of the Foundation, this longstanding initiative remains a cornerstone of our Seventh Lunar Month fundraising efforts and a key platform for mobilising community support.

This year, the Charity Icon Launch Ceremony 2025 was held on 12 April 2025 at The Jubilee Garden Restaurant, SAFRA Toa Payoh, and marked the unveiling of the Prosperous Snake Charity Icon, specially designed in celebration of the Year of the Snake.

Crafted from golden-hued liuli glass, the icon features an elegant snake poised atop a Chinese ingot, symbolising the belief that prosperity is achieved through perseverance and that resilience in the face of life’s challenges paves the way towards a brighter future.



FLAG DAY

Flag Day remains a key tradition for KDF, held on 10 May, it brought together donors and 400 volunteers in a shared spirit of giving.

The continued deployment of GivePlease donation terminals enabled seamless contributions via Singpass QR code scanning alongside the familiar donation tins, strengthening donation accessibility and catering to a broader range of donor preferences.

Beyond fundraising, Flag Day also served as a meaningful platform for public engagement. The presence of KIDDI and NINI, our mascots, helped draw attention to the cause and encouraged interaction with members of the public, supporting broader awareness of kidney disease and the Foundation’s work.



SEVENTH LUNAR MONTH FUNDRAISING

Building on the momentum of the Icon Launch, the Foundation’s Seventh Lunar Month fundraising efforts continued to draw strong community support. Throughout the Foundation’s 30-year history, this period has remained significant for the CCC, with table-to-table fundraising appeals and auctions of the Foundation’s Charity Icons at dinner events consistently garnering substantial funds for needy dialysis patients.



GOT TO WALK 2025

Our annual flagship walkathon, Got To Walk, continued to grow in scale and reach with its sixth edition. Got To Walk 2025: Healthier Kidneys For All drew over 6,000 participants to Marina Barrage on 25 October 2025 — a 20% increase from 2024 — and was graced by Guest of Honour Mr Lee Hong Chuang, MP for Jurong East-Bukit Batok GRC, and Ms Chan Hui Yuh, PBM, Advisor to Aljunied GRC Grassroots Organisations.

Themed Healthier Kidneys For All, the event reinforced kidney health as a shared community responsibility. Beyond a 5 km walk, free on-site screenings and activities supported early identification of at-risk individuals and created opportunities for improving awareness of kidney disease and prevention.

With the strong support of donors, sponsors, and participants, Got To Walk 2025 raised a record amount for a single event organised by KDF, enabling the Foundation to continue to offer highly subsidised dialysis care for underprivileged patients and support ongoing public outreach efforts.



GOT TO RIDE 2025

Got To Ride 2025: Pedal For Life marked a new addition to the Foundation’s Got To series — a growing portfolio of charity sports events for raising funds and championing active living. As the Foundation’s inaugural cycling event, it reflects a deliberate effort to broaden outreach and engage new segments of the community beyond its existing supporter base.

Held on 7 September 2025 at OCBC Square, Singapore Sports Hub, Got To Ride 2025 drew over 2,000 participants. Themed “Pedal For Life”, the event reinforced the link between active lifestyles and chronic kidney disease prevention — a message central to the Foundation’s broader kidney health advocacy efforts. Beyond the ride itself, the interactive fringe activities also helped educate participants on the importance of active living and kidney health in an engaging, accessible way.



GOT TO BOWL 2025
Got To Bowl 2025: Strike For Wellness saw the Foundation venture into a bowling fundraising event for the first time. Complementing the larger-scale Got To events, it offered a more intimate experience—one designed to foster deeper connections between the public and KDF’s patients.

Held at SuperBowl, SAFRA Mount Faber on 28 June 2025, the event brought together 300 participants for an evening of bowling, camaraderie, and fundraising in support of kidney patients in need.

With beneficiaries participating alongside donors and community supporters, the event created opportunities for candid conversations about the realities of living with kidney disease—helping participants move beyond awareness towards genuine empathy and understanding.



THE GIFT OF TIME CHARITY CALENDAR
Extending the Foundation’s commitment to community collaboration, the annual KDF Charity Calendar initiative continued its partnership with students from the Nanyang Academy of Fine Arts (NAFA), who conceptualised and illustrated the 2026 Charity Calendar as part of a meaningful fundraising effort.

Centred on the theme “The Gift of Time”, the 2026 calendar illustrations follow a family’s journey through life’s milestones, accompanied by a tree growing from a young sapling into a strong and sheltering presence. This imagery serves as a poignant reminder of what donor support ultimately enables — more time for dialysis patients to be present for the people and moments that matter most.

Through the sale of the Charity Calendar, the Foundation raised funds, while simultaneously engaging the community and students in broader conversations around kidney health.



SING FOR CHARITY 2025
Rounding off the Foundation’s calendar of community initiatives, Sing For Charity 2025 was presented in partnership with Serangoon Community Club on 27 September 2025. Held in the spirit of Mid-Autumn — a season traditionally associated with reunion and togetherness — the charity concert brought 1,500 guests together in support of kidney patients in need.

The evening provided a meaningful platform for patient advocacy, with a KDF patient and his wife took to the stage to perform a duet that offered the audience a personal and moving glimpse into the realities of living with kidney disease — and the vital role that family and community support plays in a patient’s journey.

The event was graced by Guest of Honour Ms Chan Hui Yuh, PBM, Adviser to Aljunied GRC Grassroots Organisations, who also took to the stage in support of the cause.

Beyond the singing complimentary health screening station with a focus on diabetes prevention — one of the leading risk factors for kidney disease — provided guests with practical, actionable health information.



DONATION BOX
While the Foundation’s fundraising events bring the community together in shared moments of giving, the impact of collective generosity extends far beyond any single occasion. Across the island, KDF’s Donation Boxes serve as a constant, accessible avenue for members of the public to support the cause in their everyday lives.

This sustained community presence is made possible through the support of retail partners such as U Mart, Ong Jit Sang Sundries, Killiney Kopitiam, Kim San Leng (F&B) Group, Kwan Tzi Zhai Vegetarian Catering, and many other independent retailers that have helped extend the Foundation’s reach into the community.

KDF
Management



Chief Executive Officer
Mr Peter Lee
12-Jan-26



Head, Clinical Services
Ms Petra Chong
25-Jan-18



Head, Patient Welfare Services
Ms Shelaine Pom
21-Feb-22



Head, Communications & Stakeholder Engagement
Ms Stella Antakusuma
13-Jan-25



Manager, Resource Development & Partnerships
Mr Triston Siew
22-Jun-20



Manager, Human Resources
Ms Hillary Seah
1-Jun-22

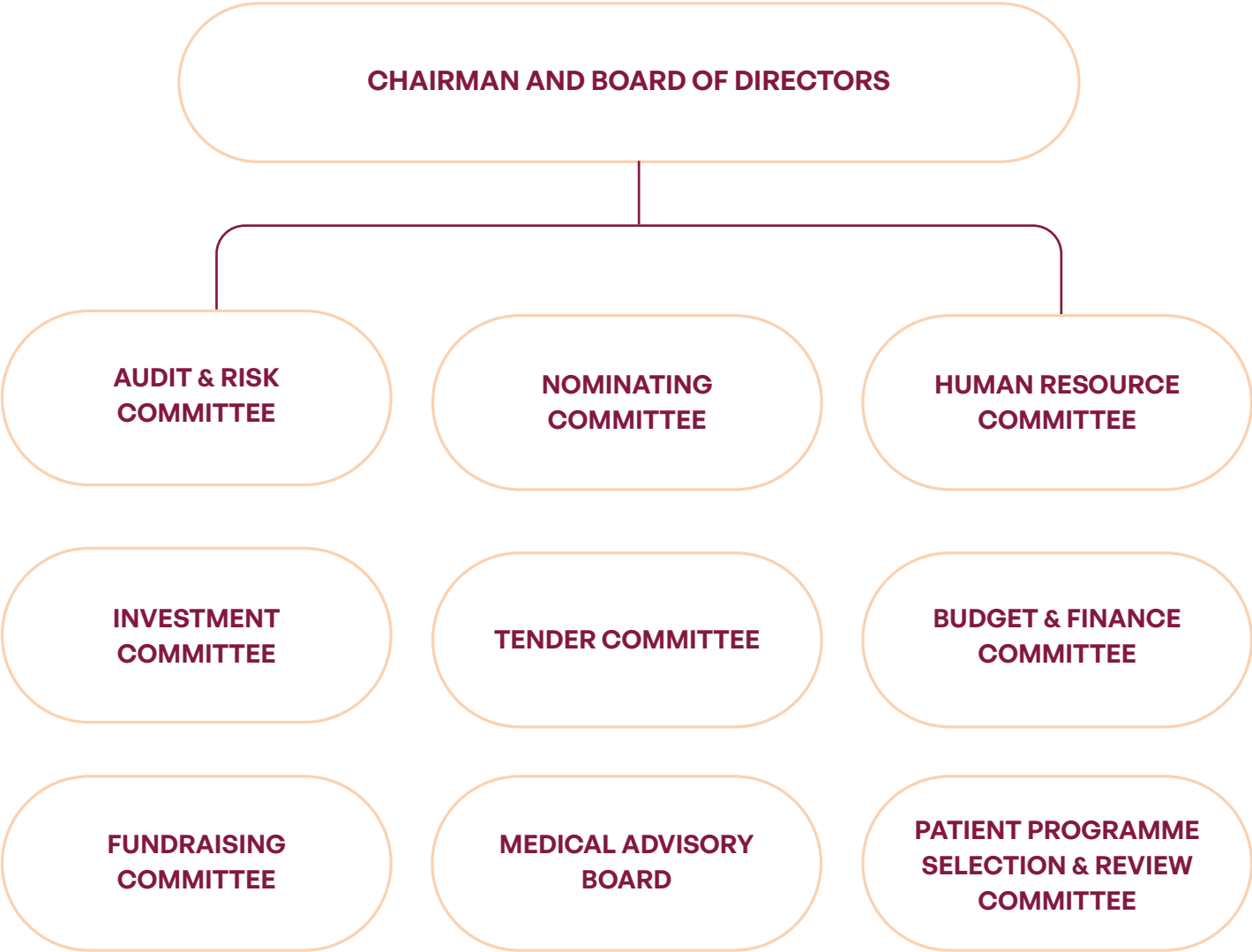


Head, Finance
Kevin Chua
20-Apr-26



Manager, Operations
Ms Rena Sim
10-Apr-23

Organisational
Structure



Board of Directors



DR LIM CHEOK PENG
Chairman

18 Nov 2010

Ophir Ventures Sdn Bhd



MR WATSON ONG
Managing Director

1 Dec 2005

Magnus McKeever Industries Pte Ltd



MR YEOH OON JIN
Former Executive Chairman,
Singapore

1 Dec 2005

PricewaterhouseCoopers LLP



MDM CHAN MAY PING
Former Managing Director

10 Oct 2016

DBS Bank Ltd



MR CHAN SOO SEN
Retired Member of Parliament

10 Oct 2016

Chairman, SCP Consultants Pte Ltd



MR ROY QUEK HONG SHENG
Founding Governor and
Emeritus Adviser

1 July 2020

St Joseph's Institution
International School



MR TIMOTHY KWAN
Chief Executive Officer

31 Aug 2023

Curie Oncology



MS LINDA HOON
General Counsel and Head of Risk
& Compliance

18 Mar 2024

Specialist Risk Group Asia Pacific
Pte Ltd



MS VALERIE CHEW
Founder and Managing Director

1 Mar 2025

Mahieu Private Limited



MS CHAN HUI YUH, PBM
Founder and Director

1 Mar 2025

Infra Waterproofing Pte Ltd



MR. LIM CHIAW BENG ALVIN
Senior Managing Director

13 Apr 2026

CVC Capital Partners



MS. HO SHYAN YAN
Partner

13 Apr 2026

Ernst & Young LLP

Medical Advisory Board

CHAIRPERSON AND MEDICAL DIRECTOR

A/Prof Lina Choong Hui Lin

Senior Consultant and Director of Dialysis, Department of Renal Medicine, Singapore General Hospital

MEDICAL DIRECTOR (PERITONEAL DIALYSIS)

Dr Grace Lee

Consultant Nephrologist and Physician, Grace Lee Kidney & Medical Centre

MEMBERS

Prof Woo Keng Thye

Emeritus Consultant and Advisor,
Department of Renal Medicine,
Singapore General Hospital

Prof Celia Tan Ia Choo

Director Allied Health at SingHealth
Services

Dr Lou Huei Xin

Deputy Director Pharmacy Practice,
Singapore General Hospital; Advisor,
Chief Pharmacist’s Office

Dr Tan Seng Hoe

Senior Nephrologist & Physician, SH Tan
Kidney & Medical Clinic

Dr Lim Cheok Peng

Mr Watson Ong

A/Prof Tan Chieh Suai

Senior Consultant, Department of Renal
Medicine, Singapore General Hospital

VISITING DOCTORS

A/Prof Lina Choong Hui Lin

Dr Grace Lee

Dr Tan Seng Hoe

Dr Htay Htay

Consultant, Department of Renal
Medicine, Singapore General Hospital

Dr Manish Kaushik

Senior Consultant, Department of Renal
Medicine, Singapore General Hospital

Dr Ng Tsun Gun

Renal Physician, T G Ng Kidney & Medical
Centre

A/Prof Tan Han Khim

Senior Consultant, Department of Renal
Medicine, Singapore General Hospital

Adjunct Assistant Professor

Timothy Koh Jee Kam

Senior Consultant, Department of Renal
Medicine, Tan Tock Seng Hospital

Dr Wong Jiunn

Consultant, Department of Renal
Medicine, Singapore General Hospital

Dr Yeoh Lee Ying

Senior Consultant, Department of
Medicine, Sengkang General Hospital

Dr Lim Eng Kuang

Senior Consultant Nephrologist,
Department of Medicine, Khoo Teck Puat
Hospital

Dr Poh Cheng Boon

Consultant, Nephrologist

Dr Ng Chee Yong

Renal Physician, SH Tan Kidney & Medical
Clinic

Dr Terence Kee

Senior consultant, Department of Renal
Medicine, Singapore General Hospital

OTHER OFFICE BEARERS

Secretary

Tricor Singapore Pte. Ltd.

Auditors

External Auditor

KPMG LLP

Independent Internal Auditor

Shared Services for Charities Limited

Board Committees

COMMITTEE	CHAIRPERSON	MEMBERS
Audit & Risk Committee	Mr Timothy Kwan	Ms Linda Hoon Mr Roy Quek Hong Sheng
Human Resources Committee	Mdm Chan May Ping	Mr Roy Quek Hong Sheng Mr Timothy Kwan
Investment Committee	Dr Lim Cheok Peng	Mdm Chan May Ping Ms Valerie Chew
Patient Programme Selection & Review Committee	Mdm Chan May Ping	Mr Roy Quek Hong Sheng Mr Timothy Kwan
Tender Committee	A/Prof Lina Choong Hui Lin (Medical Chairperson) Mr Watson Ong (Non-Medical Co-Chairperson)	Medical Members: Dr Ng Tsun Gun A/Prof Tan Chieh Suai Non-Medical Members: Mr Chan Soo Sen Ms Linda Hoon Ms Chan Hui Yuh
Budget & Finance Committee	Ms Valerie Chew	Mr Chan Soo Sen Mr Watson Ong Mr Yeoh Oon Jin
Nominating Committee	Ms Linda Hoon	Dr Lim Cheok Peng Mr Yeoh Oon Jin Mr Roy Quek Hong Sheng Mdm Chan May Ping
Fundraising Committee	Mr Chan Soo Sen	Mr Watson Ong Ms Chan Hui Yuh
Fundraising Sub-Committee	Mr Lawrence Lim (Chinese Community Committee)	
Research Advisory Committee	A/Prof Lina Choong Hui Lin	Dr Grace Lee Mr Watson Ong

The Board is supported by various working committees, each with responsibilities aligned according to their respective terms of reference.

AUDIT AND RISK COMMITTEE

- Financial reporting, risk management systems, and reviewing governance policies periodically.
- Assessing the independence and objectivity of external auditors and recommending the appointment and removal of external auditors to the Board.
- Engaging external auditors throughout the auditing process, including understanding the nature and scope of the audit before auditing, and reviewing issues such as regulatory compliance, or key accounting and audit judgements, during and after the audit.
- Reviewing errors identified during the audit and obtaining all necessary explanations from the management and auditors regarding the errors.
- Overseeing the annual internal audit programme, discussing its compliance with accounting standards and proposals by the external auditor, and reviewing its effectiveness periodically.
- Ensuring coordination between internal and external auditors.

HUMAN RESOURCES COMMITTEE

- Ensuring adequate policies are in place for recruitment, retention, training, and assessment of staff to run operations and programmes of the Kidney Dialysis Foundation to achieve its vision and mission.
- Overseeing the drafting of employment terms, guidelines and policies for staff and volunteers.
- Ensuring that fair and transparent processes are in place for remuneration, regular supervision, appraisal and personal development of the staff and key volunteers.
- Ensuring that the safety and well-being of staff and key volunteers are protected with appropriate insurance coverage and effective workplace grievance handling channels.

INVESTMENT COMMITTEE

- Evaluating the contemplated investment and portfolio companies of the Kidney Dialysis Foundation and recommending the investment and disinvestments of portfolio companies to the Board.
- Reviewing and discussing with the management the diversity and risk of Kidney Dialysis Foundation’s investment portfolio, the performance of portfolio companies, and reporting the results of investment activities to the Board
- Examining the results of operations, anticipated additional capital requirements, return on investment, level of management support required, budgets, forecasts and variance reports, and advise the management accordingly.
- Ensuring that investments comply with the regulations and guidelines of the Kidney Dialysis Foundation

PATIENT PROGRAMME SELECTION & REVIEW COMMITTEE

- Advising and overseeing the selection and review of patients admitted into the Subsidy Programmes at the Kidney Dialysis Foundation.
- Approving the criteria proposed by the management for the selection of patients based on non-medical conditions.
- Reviewing and approving the computation of the cost of dialysis treatments, medication and any other programmes for which Kidney Dialysis Foundation would be offering financial subsidies.
- Ensuring that new and existing subsidy programmes remain aligned with the vision and mission of the Kidney Dialysis Foundation.

TENDER COMMITTEE

- Overseeing the tender process and award of contracts of \$100,000 and above to third-party providers of goods and services.
- Ensuring that the interest of the Kidney Dialysis Foundation is protected during the tender and decision-making process.

BUDGET & FINANCE COMMITTEE

- Advising and overseeing the budgetary processes, including the allocation of financial resources, and finance matters of the Kidney Dialysis Foundation.
- Producing, updating, and keeping track of the Kidney Dialysis Foundation’s budget, while ensuring the smooth operation and financial solvency of the Foundation.
- Reviewing and approving departmental budgets.
- Overseeing the allocation of financial resources of the Kidney Dialysis Foundation.
- Maintaining fiscal responsibility and a clear overview of the Kidney Dialysis Foundation’s overall financial status.

FUNDRAISING COMMITTEE

- Assisting the Board to raise funds to meet the funding requirements of the Kidney Dialysis Foundation.
- Ensuring that fundraising projects and activities are transparent, ethical and upholds the public’s confidence in the cause of the Kidney Dialysis Foundation.
- Advising realistic and achievable income targets and cost-income ratios for the execution of fundraising projects.
- Ensuring that approved projects adopt corporate governance, the best practices and standards required by the regulators and the Kidney Dialysis Foundation.
- Ensuring that fundraising projects are executed within their cost and income targets, and the expected cost-income ratio.

NOMINATING COMMITTEE

- Assisting the Board in overseeing the composition, appointment, renewal, and succession planning of Board members.
- Ensuring that key office bearer roles, including the Chairman and Treasurer, are filled in a timely and appropriate manner.
- Recommending suitable individuals for Board appointment based on personal attributes, core skills, competencies, and commitment.
- Monitoring Board tenure limits and advising on re-appointments in accordance with the Foundation’s Constitution and governance policies.
- Supporting the annual Board evaluation process to assess overall performance and effectiveness, including that of its committees.
- Ensuring clear distinctions are maintained between the Board’s governance role and any operational involvement by individual members.

Corporate Governance

ACCOUNTABILITY AND TRANSPARENCY

Kidney Dialysis Foundation (“KDF” of the “Foundation”) complies fully with the ‘Governance Evaluation Checklist’ outlined on the Charity Portal of the Ministry of Culture, Community, and Youth (MCCY). Our annual report and financial statements are accessible for review on both the portal and the KDF website. Recognised for our exemplary disclosure practices, KDF received the Charity Transparency Award from the Charity Council in 2016, 2017, and 2018. All members of our Board are independent, meaning they have no familial, employment, business, or other relationships with KDF and its Executive Head or Board members, its related companies, or their officers that could compromise, or be perceived to compromise, their independent judgment. Board members are volunteers and do not receive remuneration.

Additionally, KDF conducts an annual evaluation via a self-evaluation survey issued to the Board, to assess the Board’s performance, effectiveness, and drive improvements where necessary. Any Board members who have served more than 10 years and are re-elected were approved at the Annual General Meeting (AGM). The Board operates under a terms of reference document that clearly defines its scope, authority, duties, and responsibilities. This includes guidelines related to the composition of the Board and the conduct of meetings.

BOARD MANAGEMENT AND RENEWAL

The KDF Board of Directors convened meetings on several occasions during the recently concluded financial year. Meetings were held physically at the Foundation’s office at KDF Head Quarter at 20 Peck Seah Street, 03-00, Singapore 079312, as well as via Zoom on 24 April 2025, 10 June 2025 and 14 August 2025 respectively. The Annual General Meeting of KDF was held on 23 October 2025. The attendance records are as reflected below:

Board Director	Designation	Board Meetings Attendance	Board Meetings Dates Attended	AGM Attendance 23 October 2025
Dr Lim Cheok Peng	Chairman	3	24 April 2025 10 June 2025 14 August 2025	Present
Mr Cheng Wai Keung	Board Director	2	10 June 2025 14 August 2025	Present
Mr Watson Ong	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Present
Mr Yeoh Oon Jin	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Absent with Apologies
Mdm Chan May Ping	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Present
Mr Chan Soo Sen	Board Director	2	24 April 2025 14 August 2025	Absent with Apologies
Mr Uantchern Loh [#]	Board Director	3	24 April 2025 10 June 2025@ 14 August 2025@	N.A
Mr Roy Quek Hong Sheng	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Present
Ms Linda Hoon Siew Kin	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Absent with Apologies
Mr Kwan Weng Tim, Timothy	Board Director	2	24 April 2025 14 August 2025	Present
Ms Valerie Tanya Chew En En	Board Director	2	24 April 2025 14 August 2025	Present
Ms Chan Hui Yuh	Board Director	3	24 April 2025 10 June 2025 14 August 2025	Present
Medical Directors				
A/Prof Lina Choong [*]	Medical Director	1	24 April 2025	Present

^{*} Attendance by invitation
[#] Mr Uantchern Loh resigned as a Director on 24 April 2025.
Table 1: Board meeting attendance for FY2025

For FY25/26, the Foundation recorded a surplus, attributed to stronger donations from successful fundraising events. This followed the surplus recorded in FY24/25, though recorded surplus numbers in FY25/26 were lower due to the rising cost of generating funds and of charitable activities.

During the meetings, the Board deliberated on matters including the 3-year strategic plan spanning 2026 to 2028, the reconstitution of Board Committees and succession planning for existing Board Directors.

Discussions around the 3-year strategic plan for 2026 to 2028 included discussions about the Gordon Ku Kidney Hub and key initiatives to support the viability of the Strategic Plan which include performance management, stakeholder engagement and advocacy and branding/rebranding.

It was resolved that Ms Valerie Tanya Chew En En be appointed as the Chairperson of the Budget and Finance Committee and Member of the Investment Committee, Ms Chan Hui Yuh be appointed as a Member of the Fundraising Committee, Mr Kwan Weng Tim Timothy stepping down as a Member of the Tender Committee, Mr Roy Quek Hong Sheng be appointed as a Member of the Audit Committee and Mr Yeoh Oon Jin stepping down as a Member of the Audit Committee.

The reappointments and retirements of several key board members were addressed. In accordance with the Code of Governance, directors who have served more than 10 consecutive years were re-nominated and re-appointed based on their relevant skills and expertise, including Mr Ong Choon Huat Watson, Mr Yeoh Oon Jin and Dr Lim Cheok Peng. Mr Cheng Wai Keung was formally thanked for his contributions upon his retirement and withdrawal from The Foundation.

In accordance with the Code of Governance, at least once every three years, directors are re-nominated and re-appointed based on their relevant skills and expertise, including Mr Kwan Weng Tim, Timothy.

The Nominating Committee will also look into the succession plan for the following directors who have served KDF for more than 10 years, which includes Dr Lim Cheok Peng, Mr Ong Choon Huat Watson, and Mr Yeoh Oon Jin. It has also been resolved that Mr Ong Choon Huat Watson will continue to serve as a Director and will retire at the conclusion of the Annual General Meeting to be held in August 2026, and Mr Yeoh Oon Jin will continue to serve as a Director and will retire at the conclusion of the Annual General Meeting to be held in August 2027.

INTERNAL AUDIT AND GOVERNANCE

KDF recognises the importance of strong internal controls and governance for good stewardship of funds and the building of donor and beneficiary trust. The Board with the support of the Audit and Risk Committee is committed to establishing a robust system of risk management, internal controls and strong policies that form the pillar of strong governance in KDF.

INTERNAL AUDIT FUNCTION

We have appointed an independent professional organisation, Shared Services for Charities (SSC), which is also a charity, to carry out the internal audit function for KDF.

SUMMARY OF INTERNAL AUDIT IN FY2025/26

Area	Description
Internal Audit Provider	Shared Services for Charities Ltd (SSC)
Oversight	Audit & Risk Committee
Budget Allocated	\$20,500
Audit Plan	2-year plan covering 6 key operational areas
Scope and Objectives	Assurance on the adequacy and effectiveness of the: - bank and cash management - contractor and vendor management - fundraising

AUDIT OVERSIGHT AND ACCOUNTABILITY

The internal audit firm reports directly to the Audit and Risk Committee, which comprises members of the Board who are independent of management. The Committee is responsible for:

- Approving the internal audit scope and plan
- Reviewing audit findings and recommendations
- Monitoring the timely implementation of corrective actions

Each year, the scope of the audit is reviewed by the Audit and Risk Committee in consultation with the external auditor and management, and reflects the key risks and operational areas of the organisation.

AREAS AUDITED IN FY2025/26

The following internal audit reviews were conducted in FY25/26.

Review Areas	Scope
Bank and Cash Management	- Policies and procedures for managing user access rights for bank accounts - Voucher Management - Petty Cash Float Management
Contractor/Vendor Management	- Managing Approved Vendors - Contract Management - Payment to top vendors
Fundraising	- Fundraising Planning Review - Management of Fundraising Events - Corporate Communications Policies and Procedures Review
Follow-Up Reviews	Implementation of prior audit recommendations

The audit concluded that the internal controls are generally sound and functioning as intended. Some areas for enhancement in documentation and process clarity were identified, and management has since implemented appropriate follow-up actions.

FOLLOW-UP AND CONTINUOUS IMPROVEMENT

The Audit and Risk Committee tracks the status of all audit recommendations to ensure follow-through. Accordingly, the internal auditor performed follow-up reviews to assess the implementation of the actions.

POLICIES & PROCEDURES REVIEW

To complement the internal audits, Management has also embarked on a project with an external consultant to review and update the core policies and procedures.

Policies and Procedures Review	
Core Policies	• Patient Management Policies and Procedures • Clinical Policies and Procedures • Finance Policies and Procedures • HR Policies and Procedures • Donor Management Policies and Procedures • Volunteer Management Policies and Procedures
Total Project Cost	\$ 54,500 over 3 years
Progress in FY2025/26	3 Policies and procedures reviewed and updated

The enhanced policies and procedures will include :

- clearly articulated lines of authorities and approval protocols
- robust internal control procedures
- compliance with regulatory requirements as a foundation for governance practices.

The policies and procedures will be reviewed and approved by the Board and /or Committees.

GOVERNANCE COMMITMENT

KDF is committed to upholding high standards of corporate governance, transparency, and accountability as an IPC. Outsourcing the internal audit function allows access qualified expertise and maintain an independent review process that supports continuous improvement. The outsourced firm, SSC, being a charity themselves brings in-depth and practical recommendations to KDF with recognition of the operating environment of KDF.

CONFLICT OF INTEREST POLICY

KDF has policies in place to prevent and address actual and perceived conflicts of interest that will affect the integrity, fairness, and accountability of the Foundation. These policies are clearly stated in the Foundation’s Code of Governance and Conduct and are adopted by the Foundation, board members and staff.

In situations where a potential conflict of interest should arise, the board will evaluate the situation and the affected party will abstain from voting on the transaction. For this financial year, the Chairman, board members and staff have declared that they do not have any personal interest in the business transactions or contracts that KDF has entered.

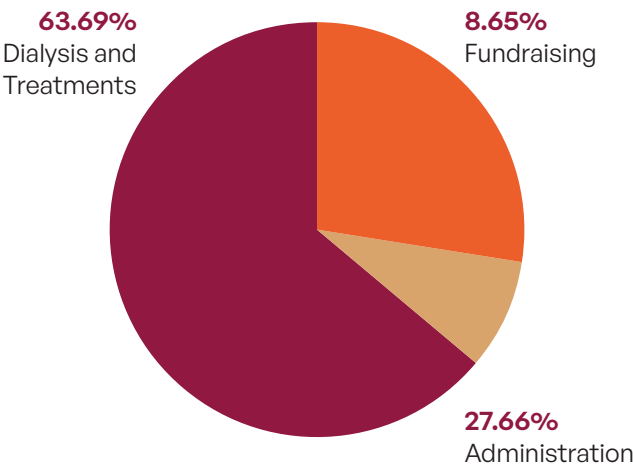
WHISTLEBLOWING POLICY

KDF has in place a whistleblowing policy that is made known to all staff of the Foundation. The policy ensures that there are proper avenues for employees to raise concerns about actual or suspected improprieties and that all reports are taken seriously and investigated accordingly.

KDF maintains a zero-tolerance policy towards fraud. This policy applies to members of the board, committee members, staff, volunteers and to the Foundation’s vendors, suppliers and partners, to the extent that the Foundation’s resources or reputation may be involved or affected.

Financial Policies

FUND ALLOCATION AND EXPENDITURE



The Charities Regulations (Fund-raising Appeals for Local and Foreign Charitable Purposes) require that the total fundraising expenses of a charity shall not exceed 30% of the total receipts from fundraising and sponsorships for that year. For FY25/26, the total fundraising expenses incurred by the Kidney Dialysis Foundation was 29.16% of all donations raised for the year, below the 30% as stipulated by the Charity Regulations.

The Foundation remains committed to channelling a large portion of funds received into patient care by keeping money spent on publicity, fundraising and administration to a minimum.

RESERVES POLICY

The Kidney Dialysis Foundation (KDF) upkeeps a reserve policy that provides clarity on the Foundation’s management of its reserves. The policy applies to the part of the Foundation’s income funds that are freely available for its operating purposes. It excludes endowment funds, restricted funds and designated funds.

As of 31 March 2026, assuming KDF receives no income at all, the accumulated surplus would enable KDF to sustain the cost base of FY25/26 for 3.19 years. As dialysis treatment is a long-term commitment, it is the intention of the board of directors to ensure that the level of reserves is adequate to support KDF’s programmes for its needy patients during their lifetime and fulfil its commitment towards education and research.

The restricted building funds, which are part of our reserves, have been set aside for future expansion plans that are currently on hold. These funds are meticulously managed to ensure they are available when needed for their designated purpose. Meanwhile, the restricted Patient Welfare Services (PWS) fund is actively utilised to support patients who are unable to cover the full cost of dialysis, even after receiving subsidies from both the government and KDF. This strategic allocation of resources reflects our commitment to maintaining financial prudence while prioritising the immediate needs of our patients.

TOP EXECUTIVE REMUNERATION

The board of directors of the Foundation render their services on a voluntary basis and do not receive any remuneration. For FY25/26, 7 employees of the Foundation received an annual remuneration of above \$100,000.

Salary Range	Number of Executives
\$100,001 - \$250,000	7

Donor Recognition

We would like to extend our heartfelt thanks to our dedicated donors for their continuous support all these years.

As a non-profit charity organisation, your contributions help us empower lives and bring hope to our underprivileged patients.

\$100,000 AND ABOVE

Estate Of Ong Peng Cheng
In Memory of Sek Loong Kwong
Late Ven Sek Weng Kong
Shahani Mahesh Bhagwan Gobind
Singapore Rubber Millers Association
Singapore Totalisator Board

HEC Electrical & Construction Pte Ltd
Hong Leong Foundation
Joanna Siy Cheng
Joleen Wang Xiao Jun
Kee Marine Pte Ltd
Khoo Whee Leng
Lee Shih Kwei
Lee Su Min

\$50,000 TO \$99,999

Foo Tiang Ann
L87 Investments Limited
Lim Eng Koh
Loh Kiong Poot

Li Teck Chuan Cin Tong
Lim Boon Eng Julie
Lim Him Chuan
Lim Yuan En
Lim Yuan Guang
Lim Yuan Kang
Loh Siew Wan

\$10,000 TO \$49,999

Ahrefs Pte Ltd
Aw Chieh Boon
BDO LLP
C. Chan
Chan Hoo Chow Charles
Chan Wing To
Chang Hong Wei
Chang Meng Kiat
Che Hian Khor Moral Uplifting Society(S)
Cheng Hong Siang Tng (Charitable Organisation)
Chew How Teck Foundation
Chi Han Trading Pte Ltd
Connection Real Estate Pte Ltd
Design 2 Associates Pte Ltd
E Combi Alliance Pte Ltd
E Combi Pte Ltd
E Combi Teamwork Pte Ltd
Estate Of Ong Chye Tab
Estate of Phua Tin Hua
Fu Lu Shou Si Mian Fo Pte Ltd
Funclaw Amusement Pte Ltd
Gear Turf Technology Pte Ltd
GET International Pte Ltd
Goh Jia Le
GSI Energy Corporation Pte Ltd

Loo Leong Peow
MPS Trading Pte Ltd
National Council of Social Service
Oan Chim Seng
Pavilion Capital (TRCL)
Regina Specialties
RSM SG Assurance LLP
Seah Wong Chi
Sim Hee Beng
Singapore Chung Hwa Medical Institution
Tan Khee Jeslin
Tan Thiam Kien
Tan Tick Meng Zach
Tan Yew Kiat
Teo Hock Chwee
Teo Kiang Ang
Teo Meng Keh
The Centre for Inner Studies in Singapore Ltd
The Shaw Foundation Pte
TTJ Design And Engineering Pte Ltd
Wu Suat Chin Dixie
Ye Liang How Catering Service Pte Ltd
Yek Boon Seng
Yeoh Choon Jin
Zu-Lin Temple Association

\$5,000 TO \$9,999

Accesstech Engineering Pte Ltd
ADDP Architects LLP
Adrian Ng Say Khoon
Aik Lee Solutions Pte Ltd
Angela Tan Chye Yun
Asha Renganathan Krishnaveni
Boo Thuan Kit
Cheng Hong Welfare Service Society
Cheong Lay Kheng
Chia Hong Eng
Chia Soon Hien Frankie
Chris Tew Boon Pin
Chua Han Ming
Chua Horng Ruey
Clayman Pte Ltd
ConocoPhillips Asia Ventures Pte Ltd
Design Operation Pte Ltd
Foo Jang Kae
Goh Boon Teck
Goh Kui Eng
Goh Lee Yong
Goh Peh Huang
Hau Kai Hee
Heng Hui Koon
Hiap Teck Metal Co (1968) Pte Ltd
Hong Aik Sai
Hong Poh Choo
In Loving Memory of Mum Low Baby
Irene Kwee Nee Irene Chia
Kalthsum Mohd Yassin
Kek Liong
Kek Wei Chuan
Kek Wei Lee
Kim Wah Boon
Koh Hern Mao
Kok Pin Chin Stanley
Kwok Yew Kai Colin
Lee Beng Hooi
Lee Han Chew
Leong Meng Soon Henry
Li Yiwei
Lian Hup Metalimpex Pte Ltd
Lily Wong Soon Peng
Lim Hong Lian
Lim Hun Ching
Lim Leong Hwee
Lim Teck Seng
Lim Tuang Lee
Lim Yean Nyok
Loh Foo Keong Jeffrey
Loke Yuen Kin Ruby
Love-Link Service Society
Low Kia Min
Low Ming Sheng
Low Thong Kiang
Lu Lixia
Lyna

Majlis Ugama Islam Singapura
Moez H Nakhoda
Ng Wei Yong William
Ong Lian Kwang
Ong Say Leong
Ong Seow Yong
Oon Peng Lim
Oxborrow Michael Anthony
Peck Brothers Construction Pte Ltd
Pei Hwa Foundation Ltd
Pok Cheng Sim
Quek Joyna
Shirley Lim Puay Joo
Sim Bak Sun
Sitoh Shelford
Soong Wei San
Tan Chay Hoon
Tan Heng Kiat
Tan Hong Seng
Tan Koon Chwee
Tan Peng Yee
Tan Toh Choon
Teo Sock Hui
Thomson Shin Min Foundation
Thong Soo Li Richard
Tiong Bahru Qi Tian Gong Temple
Tiong Shu
Tng Soon Kiat
Union Gas Pte Ltd
Verossa Kan
VIP Realtors Pte Ltd
Wing Tai Holdings Ltd
Xuan-U Interior Construction & Engineering Pte Ltd
Yako Lim Ming Ye
Yap Lian Eng Ivy

\$1,000 TO \$4,999

A Lioe & Associates Pte Ltd
A.C.T. Holdings Pte Ltd
Aamir Hatim Nakhoda
Access Concept Pte Ltd
Additive Specialities Pte Ltd
Adelene Ang
ADM Design & Build
Advance Carton Pte Ltd
Aerospace Consultancy Pte Ltd
Affluence Resource Pte Ltd
Agape Logistics Pte Ltd
Alcare Pharmaceuticals Pte Ltd
Alex Neroth Jacob
Aline Wong Kan Lai Chung
Allalloy Dynaweld Pte Ltd
Alpine Shipping Pte Ltd
Alvin Chew Lee Guan
Ang Ah Chye
Ang Bee Suan
Ang Ee Teng

Ang Kok Seng
Ang Lay Kian
Ang Siew Khing Carole
Ang Sou Tiong
Annitha Annathurai
Astute Tax Pte Ltd
Au Kit Har Marianne
Austin Ting Lee Hwa
Aw Bee Hong
Aw Mun Poh
Bay Siew Yee
Behn Meyer Agcare LLP
Benedict Yeo We Chao
BR Law Corporation
Bridget Gan Ki
Bridget Wu Chih An
Brij Raj Rai
Bukit Minimart Pte Ltd
Business Continuity Planning Asia Pte Ltd
Catherine Ang Lay Eng
Catriona Yan Sze Lui
Chai Chee United Temple
Chai Poh Kong
Chambers Property Management Services Pte Ltd
Chan Ah Cheng
Chan Chai Hun
Chan Chai Ling
Chan Geok Boey
Chan Kan Khai
Chan Kean Fatt Edan
Chan Kim Ying
Chan King Siong Gilbert
Chan Lai Lai
Chan Lei Ping
Chang Hwee Hwang
Chay Oh Moh
Cheah Soo Kiang
Chee Heng Suan Elaine
Chee Hwan Kog Singapore
Chee Yew Chung
Chen Yew Nah
Cheng Chai Ling
Cheng Chee Wei
Cheng Chih Cheng
Cheng Jing Han
Cheng Li Kopitiam Pte Ltd
Cheng You Jiang
Cheong Ka Jieng
Chesed Wong Ching-Yi
Chettiars' Temple Society
Chew Cheng Hwa Jessie
Chew Chin Wee
Chew Teng Geok
Chia Gin Sun
Chia I-Ling
Chia Jit Neo
Chia Ser Huei
Chia Yuet Hing

Chiang Kok Keong (Zheng Guoqiang)
Chim Tek Xin
Chin Foo Chun
Chin Yau Seng
Ching Hui Shan
Chiu Guo Chyuan
Chng Chee Choon
Chng Hup Jeng
Chng Hwee Hong
Chng Peng Eddie
Choi Ching Yin
Chok Soo Hoon Mildred
Chong Bing Hong
Chong Kong Hui
Choo Bee Li
Choo Kuen Lim
Chor Wei Ping Daniel
Chow Ah Kwee
Chow Mei Yong Christina
Chow Sook Chin
Chris Chua Choon Hock
Christopher Richard King
Chua Boon Hwee
Chua Chee Huan
Chua Kim Chiu
Chua Meow Kee
Chua Siu Cheng
Chua Soon Ghee
Chua Wee Meng
Chua Yong Zhao
Chuan Leong Metalimpex Co Pte Ltd
Chung Chee Keong
Chung Hwa Food Industries Pte Ltd
Chung Pui Lan Pauline Margaret
Couryn Ho
Cowealth Investments Pte Ltd
Cuthbert Chan Heng Kiat
Daniel Tan Soon Ping
Daron Guo Hanwei
Dave Soh Kim Chye
Dave Tan See Ngee
David Lee Eng Thong
Desmond Gregory Chong Teck Jin
Dharmendran Kathiravelu
Di Gio Bridal Pte Ltd
Dou Yee Enterprises (S) Pte Ltd
Earth Contracts Pte Ltd
Ee Beng Seng
Ee Kiam Keong
Ee Seck Leng Stanley
Ee Tze-Yin Elaine
Elaine Loh Lai Yong
Eliza Lim Beauty & Fashion House
Emerald Water Rich Pte Ltd
Eng Kong Holdings Pte Ltd
Eng Teng Association
EPL Alliance Pte Ltd
Erecon Construction Co Pte Ltd

Esther Margaret Tan Kim Tiau
Fan Yong Kwai Joseph
Far Eastern GRC Pte Ltd
Fidel Engineering & Trading Pte Ltd
Foo Jie Wen Thomas
Foo Meng Sum
Foo Say Tee
Foo Yee Ling
Frankie Tan
Franky S Tanudjojo
Fu Li Jin
Gan Kok Tuan
Gan Ping Leng
Gan Sok Eng
Gan Yien Yien
Gennal Industries Pte Ltd
Gim Tim Pte Ltd
GL Consulting Pte Ltd
Go Kim Huay
Goh Ching Yu
Goh Chiu Gak
Goh Chye Lee
Goh Han Chong
Goh Howe Hoe
Goh Hua Seng
Goh Hui Xian Sherlyn
Goh Hwee Chen
Goh Jing Sua Samuel
Goh Jong Aik
Goh Joo Ee
Goh Khee Teong
Goh Kim Hwee
Goh Lee Eng
Goh Mee See
Goh Miaw Hui
Goh Nguk Lian
Goh Pi Lee Beverly
Goh Poh Gek
Goh Puay Hoon
Goh Seng Khim
Goh Wee Hwa
Goy Soon Lan
Gregory Gerard Choong Way Min
Guan Ho Construction Co Pte Ltd
Han Hui Fong
Haputhanthrige Thilini Rangika Gunasekara
Hassan Bin Othman
Haw Wei Len
Hazel Rose Mendoza
Heng Nguan Leng
Henky Toha
Henry Yap Yong Sang
Hew Ooi Lyn
Hii King Ching
Hing Kian Hui
Hiro Engineering Pte Ltd
Hitech Heat Treatment Services Pte Ltd
Ho Bee Tat

Ho Chee Leong
Ho Jun Keong
Ho Kim Seng
Ho Kin Kwong Kenneth
Ho Kok Sun Kevin
Ho Lai Mei
Ho Mui Li
Ho Nai Yin
Ho Poey Wee
Ho Siew Hua
Ho Siew Lay
Ho Thye Keong
Ho Wei Kuo James
Hoe Hwee Chin
Hong Seafood Pte Ltd
Hsieh Tsun Yan
Hsiu-Chuan Y. Ross @ Phoebe Ross
Hua C N Dorinda
Huang Yu
Hwan Yee Shan
Infinitus Productions Pte. Ltd.
Institute of Internal Auditors Singapore, The
Interlocal Exim Pte Ltd
J H Signcraft
Janeth Ng
Jaslyn Low
Jazce Group Pte Ltd
Jenny Lim
JerryCo Engineering Services Pte Ltd
Jhana Lee Si Hui
Joan Sum Beauty Centre
Joe Wong Yew Meng
Jovin Shen
JSQ Production
Kam Seng Sai
Kam Weng Yip
Kan Choi Yit
Kan Kim Swee
Kathleen Quek Keng Kiat
Kelly Chia Hwee Ming
Kelly Goh Tong Ling
Kenny Cheong
Kevin Hadinata
Kevin Yap Chong Cheng
Kheng Chiu Loke Tin Kee Home
Khoo Hui Joo
Khoo Kian Ming Andrew
Khoo Kim Byan
Khoo Teng Peng
Kiat Lee Management & Builders Pte Ltd
Kim Lian Huat Works Pte Ltd
Kitnasamy S/O Marudapan
Kng Swee Meng
Koh Boon Hua
Koh Chin Fah
Koh Jiak Noi
Koh Lee Kiow
Koh Tong Huat

Kok Choy Foong
Kong Ong Lim Lynn
Kong Wai Kin Adams
Krishnamoorthy Dhanalakshmi
Ku Swee Yong
Kuah Hsian Pang
Kuah Hsian Yang
Kuah Wan Keng
Kueh Hwee Ping
Kum Yew Meng
Kwan Tzi Zhai Vegetarian Catering
Kwek Aik Khoon
Kwek Cheng Kim Lillian
Kwek Meek Lin
Lai Ching Chuan
Lai Fong Kheong
Lai Suek Ying
Lai Yock Wah
Lam Kee Fisheries Pte Ltd
Late Mdm Goh Huang Kheng & Late Mr Tan Kiang
Khoo
Lau Chin Kiang
Lau Hau Sian
Lau Yong Poh
Lee Boon Seong
Lee Chen Siang
Lee Chia Shu
Lee Choon Poh Poey
Lee Choon Siew
Lee Foundation Singapore
Lee Hock Beng Harold
Lee Hong Keow
Lee Jian Kuan
Lee Johnny
Lee Kiang Wah Stephen
Lee Mee Goon
Lee Soon Leng
Lee Tat Seng Polyethylene Pte Ltd
Lee Teck Piang
Lee Wee Eng
Lee Wee Yee
Leng Ern Jee Temple
Leo Kum Yuen
Leong Quee Ching Karen
Leong Seng Yook
Leong Shung Mun
Leong Yee Keong
Leow Xing Ru
Leow Yin Teck
Lew Oi Kiun
Li Haoping
Li Hung
Liew Jia Jun
Liew Ming Hau
Lim Ah chye
Lim Bee Lan
Lim Bee Suat
Lim Bong Kok

Lim Boon Heng
Lim Chiow Pheng
Lim Chong Beng Ivan
Lim Ee Hong
Lim Fang Peng
Lim Feng Phillip
Lim Geat Choo
Lim Guang Jin
Lim Guek Lan
Lim Hwee Leng
Lim Joo Yong
Lim Khim Ching
Lim Kian Choon
Lim Kim Huat
Lim Kim Kee
Lim Kok Leong Bernard
Lim Lay Kok
Lim Lee Huang
Lim Lian Hua
Lim Mei Lin Wendy
Lim Ming Hui Mervin
Lim Oon Hui Jonathan
Lim Pei Wan Merissa
Lim Peng Huat
Lim Poh Eng
Lim Sim Hong
Lim Soo Haia
Lim Teck Bin
Lim Teck Chai Danny
Lim Teck Foon
Lim Tee Hsiung
Lim Whee Kong
Lim Zi Yong
Lin Fei
Linda Hoon Siew Kin
Linda Rahadja
Lingjack Dormitory Pte Ltd
Liu Aijia
Liu Yucheng
Lo Swee Fong
Loh Chi Wei
Loh Yoon Kin
Loke Hing Leng
Long Fung
Long Khai Ying
Loo Yih Liang
Loon Seng Chee
Low Gim Noi
Low Hwee Chua
Low Phui Hiong
Low Pui Leng
Lu Nguan Soo
Lu Zhi Ying
Lui Ah Chong
Lui Yew Sing
Luo Zheng Jie Jasper
Mak Jee Siong
Mak Loke Peck

Manogren Murugan
Manoj Kumar Balakrishnan Pankajakshy
Margaret Neo Kee Heng
Maria Mah
Marie Tan Nguang Huay
Marina Chayavirabood
Marina Investment Pte Ltd
Marinus Buijis
Matthias Sim Sar Kiow
McJim Marketing Pte Ltd
MDX Pte Ltd
Megalah D/O Suppiah
Michael Ng Wee Kiat
Ming Xin Trading 1997
Mohamad Husaini Bin Supa’At
Mohamed Mustafa S/O Shahul Hamid
Mok Yin Ping Joan
Molly Loh Miao Ling
Molly Tan nee Seet
Monzone Air-Conditioning Pte Ltd
Mr & Mrs Peajogo Pangestu
Mun Soi Yue
NCL Housing Pte Ltd
Neo Bee Yen
Neo Say Leong
Neo Tee Boon
New Kheng Yong
Ng Aik Cheng
Ng Boon Seng
Ng Chee Keong
Ng Chong Hong
Ng Choon Guan
Ng Chuan Lim
Ng Ee Sim
Ng Han Meng
Ng Keng Chiong
Ng Khin Kwee
Ng Kim Huat
Ng Kok Kiong
Ng Kwee Choon
Ng Lee Wei
Ng Liang Chin
Ng Lim Khoon
Ng Poh Chue
Ng Seng Thong
Ng Seok Lan
Ng Soo Huang
Ng Sor Poh
Ng Suat Kheng
Ng Weng Pan
Oh Gao Ning
Oh Kok Ghee
Ong Chee Eng
Ong Chiou Li
Ong Chong Cheok
Ong Chye Hock
Ong Kiam Chye
Ong Liang Hong

Ong Mong Siang
Ong Nai Koon
Ong Seow Kheng
Ong Wee Beng
Ong Yew Hai Derrick
Ong Yizhi Kingsfield
Operce Pte Ltd
Ou Chen Li-Chin
Ow Mei Kheng
PA Solutions Pte Ltd
Pang Ai Cheng
Patrene Yap
Peh Bee Geok
Peh Ting Heng
Peh Wee Tong
Peter Wee Kim Swee
Phua Chak
Phua Gim Hock
Phua Wan Ting
Poenar Daniel Puii
Poh Boon Keong
Poh Geok Kiow Renee (Fu Yujiao)
Poh Hou Meng
Poh Kian Nam
Pon Boon Pyng
Premier Access Platforms Private Limited
Quek Gim Pew
Quek Kwang Sieah
Quek Siew Yen Faith
Rahimah Mohd Noor
Rajesh Johar
Rajkumar Swaminathan
Ramachandran Pandara
Robert Lee Hong Seng
Roger Chan Kum Onn
Roy Tan Boon Kee
Saburabi Nila Ibrahim Beazer
Saleha Bte Johari
Sally Liew Oi Peng
Samuel Chiam
San Shu Gong Pte Ltd
Sawell Enterprise Pte Ltd
Scan-Bilt Pte Ltd
Seah Chee Hua
Seah Chee Hwee
Seah Chor Nah
Seah Keah Leng
Season Bus Services Co. Pte Ltd
Seasons Solutions Pte Ltd
See Tho Kai Yin
Sehnh Chua Burial Ground
Seng Joo How
Seow Chee How
Seow Chuan Beng Ashley
Seow Yong Meng
Sew Nyit Tong
Shen Kan
Shermela Appan

Sheshashayee Venkatraman
Shue Zhi Hwa
Shui Swee Haur
Sia Chin Hua
Sierra Lai Chien Qin
Sim Ei Leen
Sim Lye Hee
Sim Piah Hui
Sim Siong Huat
Sim Soo Hoon Eunice
Sin Kam Hong
Singapore Che Wein Khor Moral Uplifting Society
Singapore Kampong San Teng Tien How Association
Sithawalla Moiz Haider
Sivakumar Saravan
Sng Hong Peng
Soh Chai Yee
Soh Kay Log
Soh Kim Soon
Soh Wanqin
Solely Construction Pte Ltd
Song Wen Shyang
Song Wilson
Source Manufacturing Pte Ltd
South Wind Sdn Bhd
Stanley Soh Choon Leong
Steel Ally Contracts Pte Ltd
Steven Luk Chiew Peng
Su Hsien Wen Daniel
Suchad Chiaranussati
Suzanna Lim Bei Ling
Syn Keong Kong
Taiwan Ichiban Pte Ltd
Tak Products & Services Pte Ltd
Tamilselvi D/O Narajah
Tan Ah Hong
Tan Ah Leong
Tan Ai Ping
Tan Beng Soon
Tan Beng Tian
Tan Boon Huat
Tan Chee Hao
Tan Chee Wei
Tan Chiap Hua
Tan Chun How
Tan Chung Pheng
Tan Ee Hua
Tan Eng Gim
Tan Eng Pheng
Tan Gek Gnee
Tan Han
Tan Hee Wee
Tan Hwa Boon
Tan Hwa Heng Jeffrey
Tan Hwa Lan/Hwang Tzy Fei
Tan Hwee Ann
Tan Jie Xin Jason
Tan Jin Yeow David

Tan Ju Hock
Tan Keng Guan
Tan Kim Biau
Tan Kim Ping
Tan Kok Boon
Tan Kok Huan
Tan Kyn Syn
Tan Lay Choo
Tan Lay Ping Lawrence
Tan Lee Hua
Tan Mei Ling
Tan Siang Lim Danndy
Tan Sieu Lee Amelia
Tan Siew Tin
Tan Sin Lip
Tan Siok Lan
Tan Siok Tze Jennifer
Tan Soh Ngoh
Tan Sok Ling
Tan Suan Chin
Tan Teck Guan
Tan Teck Hwa
Tan Teck Kwee
Tan Tin Kwang
Tan Xiao Li
Tan Xiu Hui
Tan Yan Ying
Tan Yang Guan
Tan Yee Shu
Tan Yen Wei
Tan Yi Ryh
Tan Yuen Lan Diana
Tang Mun Chee
Tang Yoke Fong
Tang Yoke Sim
Tanya Chantal Tan Hsing Yi
Tay Chia Hui Audrey
Tay Choon Noi
Tay Chui Guek
Tay Eng Huat
Tay Jin Li Janet
Tay Kai Long Benjamin
Tay Kim Hock Jason
Tay Lee Imm
Tay Lim Tiang
Tay Peng Soon Raymond
Tay Shan Hong Alvin
Tay Sock Hua Helen
Tay Suan Ngoh
Tay Thuan Wee
Tay Wan Ling
Tay Watt Moi
Tay Woon Teck
Tay Wuu Yean
Tea Wee Teck
Tee Swee Lin
Teh Young Way
Teng Kwee Buay

Teo Bee Hoon
Teo Bee Lay
Teo Boon Pok
Teo Chiang Ho @ Khairuddin Teo
Teo Chiu Mei Sheryl
Teo Geok Cheng
Teo Kar Hui Jason
Teo Kee Meng
Teo Kiok Seng
Teo Koon Seong
Teo Koon Wee
Teo Poh Bee
Teo Siew Kim
Teo Zhi Shiun
Terang Company Pte Ltd
Terence Teo
Tey Su Hui Jeannie
The Community Foundation of Singapore
Thean Kooi Choong
Thio Syn Kym Wendy
Thomas Chew Sung Kit
Thong Huat Breads & Cakes Manufactory
Ting Cher Lan
Ting Yen Lee
Tio Moi Soi
Tiong Hin Won Eric
Tit Ben Kum
TLG Technology Pte Ltd
Toh Kai Seng
Toh Kuen Tuck
Toh Shao En Terry
Toi Moi Soi & Tan Ah Hong
Tomy Hui Electrical Engineering Pte Ltd
Tow Soon Kim
Tseng Leng Leng
Tuan Peak Hin
Twinkle Investment Pte Ltd
U&P Pte Ltd
UniQ Event Management LLP
Vairakannu s/o Singaram
Victor Cheong Fook Wah
Vijayendiran Rajmohan
Vincent Auto Trading
Vincent Mok Joon Kiat
Wan Fook Weng
Wan Kam Siong
Wang Qi
Way Suk Yee Catherine
Wee Guay Eng Lorraine
Wee Yong Hock
Weerasinghe Asela Dananjaya
Welkar Karan Vikram
Widianto Ngadimin
William Cai Weiliang
William Woon
Winnie Leong Siew Peng
Wong Cheng Wah
Wong Chin Yong Mark

Wong Ee Kay Geoffrey
Wong Keng Yean
Wong Lang Kuan
Wong Liang Feng
Wong Ngiam Kah
Wong Siew Lian
Wong Soon Chiu
Wong Sui Yee
Wong Ter Chuen
Wong Wai Keen
Wong Wee Chang
Wong Yok Moy
Woo Chee Khiong
Woo Shian Loong
Woo Weng Foong
Woo Yue Hong
Woo Zhuang Yuan
Woon Chet Choon
Woon Lejean
Woon Tai Meng
Woon Wee Hao
WSK Development Pte Ltd
Xue XiNe
Yang Yuen Tsyr Caroline
Yangzheng Foundation
Yap Bee Chin
Yap Boon Kim Pamela
Yap Chew Seng
Yap Gim Leng Rosalin
Yap Kim Yiau
Yap Soo San
Yee Lai Ching
Yeo Chua Kin
Yeo Keng Tiong
Yeo Kim Chuan
Yeo Lang Lee
Yeo Lee Kiaw
Yeo Pei Pei
Yeo Siew Khoon
Yeo Siew Leng
Yeo Terence
Yeo Yee Han
Yeoh Choon Boon
Yeow Ying Ying
Yong Chin Chin
Yong Khiong Credit Pte Ltd
Yong Pin Yoon
Yong Yuen Kai
Yoo Ho Kwang Eugene
Yoon Wei Tao
Yu Chew Khai Ben
Yuan Zong Reno Pte Ltd
Zhong Yue Hong



MAIN OFFICE

20 Peck Seah Street
#03-00, Singapore 079312

Tel: 6559 2630
Fax: 6225 0080
Email: enquiries@kdf.org.sg

HAEMODIALYSIS CENTRES

Kidney Dialysis Foundation Gordon Ku Dialysis Centre, Bishan

Blk 197 Bishan Street 13,
#01-575 Singapore 570197

 **6254 9514**

Kidney Dialysis Foundation Dialysis Centre, Ghim Moh

Blk 6 Ghim Moh Road
#01-188 Singapore 270006

 **6469 1178**

Kidney Dialysis Foundation Dialysis Centre, Kreta Ayer, Supported by San Wang Wu Ti Religious Society

Blk 333 Kreta Ayer Road
#03-33 Singapore 080333

 **6559 2657**

Kidney Dialysis Foundation Dialysis Centre, Admiralty, Supported by San Wang Wu Ti Religious Society

405 Admiralty Link
#01-40 Singapore 750405

 **6555 1020**

REGISTRATION DETAILS:

KDF is a company limited by guarantee. It is registered as a charity under the Charities Act 1994 and is governed and monitored by the Charity Sector Administrator, the Ministry of Health on behalf of the Commissioner of Charities.

Charity Registration No. 1156 dated 22 February 1996
Company Registration No. 199600830Z
GST Registration No. 19-9600830-Z
IPC Registration No. HEF0021/G
(Status renewed up to 29 October 2024)