

# Every STEP Counts



Annual  
Report  
24 • 25

## Every STEP Counts

From an early age, every STEP shapes a healthier tomorrow. Better kidney care is built over time – through early habits, mindful choices and collective action.

Similarly, these steps strengthen families, empower communities and move us towards a future free from kidney disease.







STEP towards a  
**Healthier Future**

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## Message from Our Chairman & CEO

### **Stepping Forward with Purpose**

Every day, six people in Singapore lose their kidney function. At NKF, we walk beside them, every step of the way, helping them live with dignity, strength and hope.

FY 2024/25 marked another meaningful milestone for the Foundation. We deepened our impact through quality patient care, strengthened partnerships and took bold steps towards a sustainable, future-ready NKF.

We express our heartfelt gratitude to our immediate past Chairman, Arthur Lang, and immediate past CEO, Tim Oei, for their visionary leadership and invaluable contributions that have guided NKF's transformation. Their legacy laid the foundation for the strides we continue to make today.

This year, NKF delivered more than 750,000 dialysis treatments across 43 community-based centres, serving about 5,400 patients. With \$180.3 million in annual patient care delivered, we remained steadfast in our commitment to ensuring that no patient is denied dialysis care due to financial constraints.

### **Advancing Our 3Ps Strategy: Prevention, Peritoneal Dialysis and People**

At the core of our Future Forward 2030 Roadmap lies the 3Ps Strategy: Prevention, Peritoneal Dialysis and People. This strategy anchors how we save kidneys, support patients and strengthen community health.

**1<sup>st</sup> P – Prevention** remains our first line of defence. Through our Free Kidney Screening Programme, conducted in partnership with 175 general practitioner clinics and regional health clusters, we screened close to 5,000 at-risk individuals. Of these, 15% were found to have abnormal results requiring follow-up care. These efforts support the national Healthier SG movement by shifting focus from treatment to prevention.

To broaden our reach, we welcomed ambassadors Er. Dr. Lee Bee Wah and filmmaker and director Jack Neo, who champion active living and regular health checks, inspiring Singaporeans to prioritise kidney health.

Our community partnerships, education initiatives and accessible screenings enabled us to reach over 165,000 individuals and families this year.

**2<sup>nd</sup> P – Peritoneal Dialysis (PD)** continues to offer patients flexibility and independence. With over 500 patients on home-based PD, NKF remains a strong advocate for this modality. Through the National PD Home Support Programme, our nurses make regular home visits, equipping patients with the skills and confidence to manage their care safely and independently. ►





**3<sup>rd</sup> P – People** are our greatest strength. Our staff and healthcare professionals bring compassion, expertise and resilience to NKF's work. From delivering daily dialysis care to innovating patient safety and rehabilitation programmes, their dedication has earned national recognition. This reflects the collective spirit that empowers patients, prevents kidney disease and builds a healthier, more compassionate community.

### Sustainability for the Future

Beyond the 3Ps, our 1S commitment, **Sustainability**, guides how we steward resources for long-term impact. NKF continues

to embed sustainable practices across all aspects of operations, from energy-efficient equipment and waste-reduction measures to digital transformation that enhances care accessibility.

We also made good progress with healthcare clusters, research institutions and community organisations to co-create solutions that close care gaps and advance patient-centred innovation. These collaborations form the foundation of NKF's resilience and relevance in Singapore's evolving healthcare landscape.

Our people's dedication, from front-line nurses and technicians to corporate office

teams, remains the heartbeat of NKF. Their compassion and professionalism ensure uninterrupted, life-saving dialysis nationwide, even in the face of rising costs and complex needs.

As we reflect on the year, we are deeply grateful to our Board of Directors, donors, volunteers, partners and staff for their unwavering support and trust in NKF's mission. Every act of kindness, every hour of service and every dollar donated has helped us sustain hope and deliver life-saving care to those who need it most.

To our patients and caregivers, your courage and perseverance inspire us daily to do better, serve better and care better.

Together, we have taken meaningful steps towards a healthier Singapore. Together, we will continue walking this journey, one step, one patient and one life at a time.

Thank you for journeying with us.

**Together,**  
every step we take  
gives life, hope and a healthier future  
for all.



**Ang Hao Yao**  
Chairman



**Yen Tan**  
Chief Executive Officer

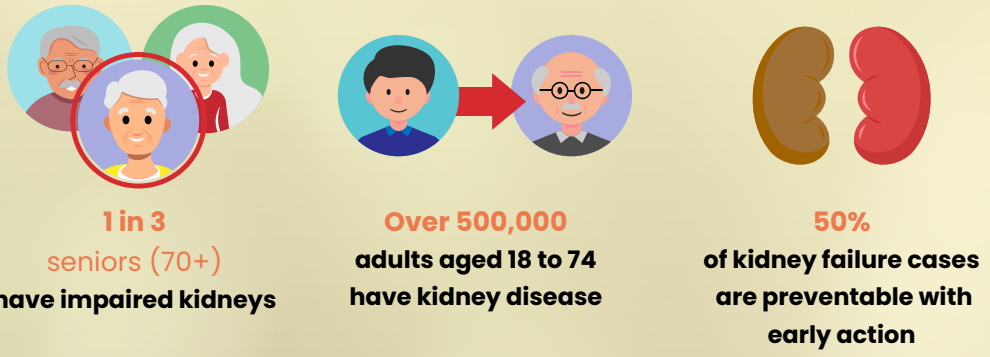




# Prevention for a Healthier Tomorrow

Kidney disease is often silent but preventable. Early detection and healthy habits help protect you and your loved ones for a healthier future.

## The Challenge



## Our Action



## Our Impact



**“** I wouldn't have known if I had skipped my (health check) appointment. Likewise, many with chronic kidney disease are unaware because symptoms often go unnoticed. Now, I make sure to go for my screenings regularly and stay active. **”**

Er. Dr. Lee Bee Wah, NKF Ambassador, stressing the importance of early kidney disease detection

## Championing prevention with ambassadors **NEW**

To strengthen its advocacy for kidney health, NKF took a bold step to appoint two ambassadors: Er. Dr. Lee Bee Wah, former Member of Parliament, as NKF Ambassador, and award-winning filmmaker and director Jack Neo as NKF Kidney Health Ambassador. Their appointments were announced at Race Inspired! 2025 – Buddy Up For Kidney Health, which highlighted the importance of prevention and early detection. Both ambassadors bring personal passion. Having detected colon cancer early through a routine check-up, Dr Lee champions regular screenings, healthy eating and active living. Director Neo, who leads a local walking group, encourages Singaporeans to adopt simple, enjoyable physical activities with family and friends.



Held on 6 April 2025 at Waterway Point, Race Inspired! attracted over 2,000 participants across the 3km and 6km walkathons, alongside a lively carnival of fun and educational activities. The event raised \$412,057 in support of kidney failure patients, with expenses of \$50,954. Our ambassadors amplified the day's significance, motivating participants to take proactive steps for their health and reinforcing NKF's mission to promote healthier lifestyles and kidney health awareness.



**“** I want to encourage Singaporeans to stay active and remain socially connected. It is always easier and more enjoyable to do things together, especially when it comes to building healthier habits. **”**

Director Jack Neo, NKF Kidney Health Ambassador, leads a local walking group that meets weekly for walking and sharing sessions



## Expanding partnerships with the Regional Health Systems and general practitioners for early detection **NEW**

Building on system-level partnerships, NKF embedded kidney screening into primary care through 175 general practitioner (GP) clinics, making early testing accessible and routine for at-risk individuals. This proactive approach enables timely referrals, personalised care plans and continuous monitoring, shifting kidney care from reactive treatment to proactive management. Working closely with GP networks and supported by Regional Health Systems, NKF screened 4,939 at-risk individuals, helping to identify early signs of kidney disease and intervene before progression. Of those screened, about 15% showed abnormal results, highlighting the critical role of

**“** I was shocked when I found out I had early-stage kidney disease. But I'm grateful my doctor caught it early, so I've been able to take steps to manage it better with treatment. **”**

Syafic Omar, who is among 500,000 people in Singapore with kidney disease

regular screening and early intervention in enabling timely care and preventing disease progression. This initiative supports the broader HealthierSG vision, with NKF working towards sharing data with healthcare clusters to strengthen population health management, while ensuring the Foundation's focus remains on improving overall patient care.



Mr Seah Kian Peng, Speaker of Parliament (seventh from left) and Ms Tin Pei Ling, MP for Marine Parade-Braddell Heights GRC (MacPherson) (eighth from left), officiated at the reopening of the upgraded dialysis centre at Aljunied, during which Hong Leong Foundation pledged their support for NKF's kidney screening programme.



From left: Ms Michelle Kwek and Mr Kwek Eik Sheng, Governors of Hong Leong Foundation; Mr Arthur Lang, then-Chairman of NKF; and Ms Yen Tan, CEO of NKF.

## Enhancing kidney screening to protect at-risk populations

In March 2025, the Hong Leong Foundation committed \$60,000 to support complimentary kidney screening and follow-up for at-risk individuals under our Chronic Kidney Disease (CKD) Intervention Programme. This generous funding will help expand access

and improve early detection efforts across the community. In addition, the Foundation generously donated \$2 million to upgrade the NKF dialysis centre at Aljunied Crescent. Together, these contributions are playing a vital role in preventing kidney failure by strengthening early detection efforts and improving patient outcomes.





### Pitstop for your kidneys

NKF partnered with SMRT and Terumo during World Kidney Day 2025 to offer on-the-go screenings for commuters. Over 10 days, more than 1,200 lunchtime commuters had their blood pressure checked at five MRT stations. Those identified at risk were referred for complimentary kidney screenings at participating GP clinics. These pitstops also educated the public on the leading causes of kidney failure – diabetes and high blood pressure – and highlighted the importance of early management to prevent kidney damage.



### Health starts with families

Lifelong health begins with early education. Through our school outreach programmes, we empower students to adopt healthy behaviours and provide parents and teachers with resources to reinforce these habits at home, creating a supportive environment where a culture of health can flourish. Through school-based kidney health initiatives, we reached 75,900 students closer to home.



**“It was delivered in an engaging and accessible way, that kept both the students and teachers captivated and actively involved. The session left a lasting impact as it had made us more conscious of our choices, and we look forward to future programmes with NKF.”**

Nurulasslinda Pardi, Centre Principal, PCF Sparkletots @ Bukit Panjang Blk 412

### Reimagining kidney health education NEW

The newly revamped Kidney Discovery Centre (KDC) at the NKF Centre is an interactive space for all ages to learn about kidney health through engaging, hands-on experiences. Visitors can explore Kidney Land to see how kidneys work, step into the Discovery Lab to understand dialysis, and visit the Healthy Living Zone for lifelong wellness tips. Designed with a human-centred approach, the exhibits aim to inspire and empower people to care for their kidney health. The KDC's revitalisation, along with kidney health inflatables for schools and communities, is supported by Keppel Ltd through the Keppel Care Foundation.



### Strengthening strategic partnerships with the Malay/Muslim community

NKF strengthened strategic partnerships within the Malay/Muslim community to deliver culturally relevant kidney health initiatives. Collaborating with mosques and community organisations, we organised forums, health talks, screenings and activities to foster trust and engagement. The “Redha: The Power of Acceptance” forum, which was attended by Mdm Rahayu Mahzam, Minister of State, Ministry of Digital Development and Information & Ministry of Health, highlighted how acceptance empowers individuals to live meaningfully with kidney conditions. Complementary mass walks, health talks and screenings reached over 37,448 individuals, strengthening community support networks. At the Geylang Serai Ramadan Bazaar (25 February – 27 March 2025), 20 patient entrepreneurs showcased their talents through sales, performances and sharing sessions, generating over \$21,200 and engaging 44,416 visitors. Through these sustained partnerships, NKF continues to enhance community resilience and kidney health awareness, ensuring initiatives are not just events, but meaningful, long-term collaborations.



**Our partnership with NKF in Redha showed how faith and health go hand in hand. Acceptance inspires strength, and strength inspires action to take care of our bodies, our hearts and our community, so that no one faces their journey alone.**

Mohamad Rafi Eusope,  
Mosque Executive Chairman, Hasanah Mosque





# Advancing Personalised Dialysis Care in the Community

NKF remains committed to transforming community dialysis care by helping patients live purposefully and more independent lives. Our focus is on delivering high-quality, sustainable and person-centred care that addresses each patient’s medical and social needs.

While haemodialysis is still the primary treatment for most kidney failure patients, NKF is working closely with the Ministry of Health and healthcare clusters to increase awareness and acceptance of home-based peritoneal dialysis (PD). Together with partners, we are co-creating a comprehensive PD care journey that gives patients greater autonomy and flexibility.

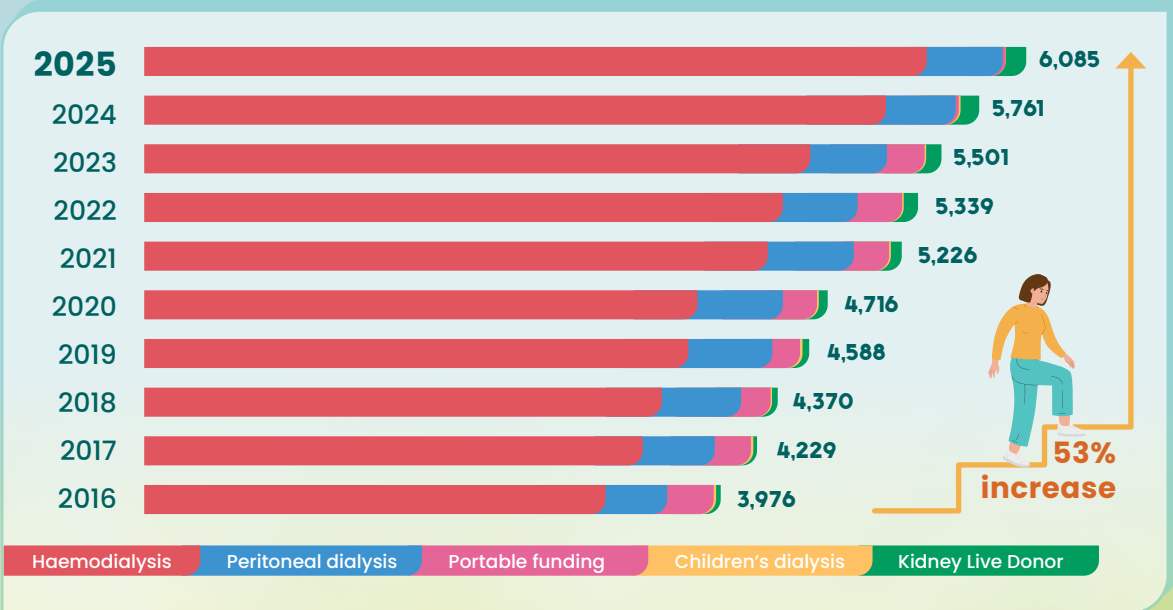
Our holistic care model includes upgrading haemodialysis services across 43 purpose-built centres, strengthening support for PD adoption, promoting transplant readiness and providing compassionate end-of-life support through our kidney supportive care programme.

In total, 6,085 patients and beneficiaries benefited from our services—324 more than last year. Providing dialysis, medication and auxiliary services cost \$180.3 million, an 8% increase. Of the \$13.2 million in patient welfare subsidies, \$12.0 million supported transport needs for patients requiring assistance to travel to and from dialysis centres.

**\$180.3 million**  
expended for dialysis,  
medication and  
auxiliary services



Rising trend of NKF’s kidney patient and beneficiary population




Total programme cost to support patients and beneficiaries

Programmes	Total no. of patients and beneficiaries			Programme costs (\$'000)		
	As at 30 Jun 2025	As at 30 Jun 2024	Change (%)	Year ended 30 Jun 2025	Year ended 30 Jun 2024	Change (%)
Haemodialysis	5,399	5,118	5%	164,086	151,733	8%
Peritoneal dialysis	525	483	9%	1,334	1,299	3%
Portable funding	19	22	-14%	228	921	-75%
Children's dialysis (including funding to Children's Kidney Centre)	1	11	-91%	1,312	1,187	11%
Kidney Live Donor	141	127	11%	189	217	-13%
				167,149	155,357	8%
Patient welfare				13,160	12,104	9%
Total	6,085	5,761	6%	180,309	167,461	8%



# Promoting Home-based Peritoneal Dialysis


Peritoneal dialysis (PD) is a home-based treatment that uses the peritoneum, a thin lining in the abdomen, as a natural filter to remove waste and excess fluid. Dialysis solution is introduced into the abdomen through a catheter, allowing waste and fluid from the blood to pass into the solution before it is drained from the body. As a gentle, needle-free treatment modality, PD offers patients greater comfort, freedom and control over their daily lives.




**Needleless**  
No needling required




**Greater freedom and autonomy**  
Supports a flexible lifestyle for work and leisure



**Gentler on the body**  
Mimics natural kidney function



**Fewer dietary restrictions**  
Less fluid build-up between sessions



**Cut down on travelling time**  
No need for frequent trips to a dialysis centre



**Stable blood pressure measurement**  
Less fluctuation in blood pressure



## Confidence through Independence

At 61, Mdm Lee Ah Gek has embraced a new chapter in her life with peritoneal dialysis (PD). Her kidney journey began around 10 years ago, when a routine check-up revealed her kidneys were functioning at only about a quarter of their normal capacity. By 2024, the buildup of toxins in her body made treatment urgent. Valuing her independence and conscious of her appearance, Mdm Lee chose PD over haemodialysis, which requires travelling to a dialysis centre three times a week and creating an access point (fistula) on the arm that leaves a permanent lump and scar. PD allows her to manage her kidney health at home, giving her flexibility and control over her daily routine. NKF nurses visited her home to teach the treatment procedures and ensure confident self-administration. She now performs overnight Automated PD (APD) every night for about eight hours, carefully recording her treatment data and monitoring her blood pressure.

Since starting PD, Mdm Lee feels more relaxed, less fatigued and empowered to manage her health. Beyond treatment, she continues a fulfilling life – caring for her home, watching dramas and spending quality time with her grandchild. Though PD requires nightly preparation, it preserves her independence and allows her to live life fully.

You must be happy and live every day to the fullest. PD helps me take care of my health and stay independent.



### Enhancing home-based support for PD patients

NKF remains committed to providing comprehensive home care support for patients on peritoneal dialysis (PD). The National PD Home Support Programme (NPDHSP), funded by the Ministry of Health (MOH) since 2022, continues to deliver vital home-based support before and during PD treatment. Through regular home visits, NKF nurses equip patients with the skills and confidence to manage their care independently. The programme saw strong growth, with 154 new enrolments, bringing the total to 426 patients since its launch. A total of 574 home visits were conducted over the year.

NKF nurses also visit Singapore General Hospital, Khoo Teck Puat Hospital, Sengkang General Hospital, National University Hospital and Ng Teng Fong General Hospital regularly to encourage patients undergoing PD training to enrol in the programme. Collaboration was strengthened with MOH's National Improvement Unit (NIU) and public healthcare institutions in alignment with MOH's PD-preferred strategy.



### PD patient educational forum

In collaboration with the Renal Nurses Chapter and Singapore Nurses Association, NKF led the annual Singapore PD Educational Forum on 5 October 2024, marking the first time the event was hosted by our organisation. Traditionally organised by hospitals, the forum provided a valuable platform for individuals to connect, learn and support one another in their PD journey. The event was well-received, drawing around 160 participants. Feedback was highly positive, with 96% rating the forum as well-organised and 79% indicating they would recommend it to others.

### Empowering community partners through training

As part of NKF's commitment to a comprehensive Community PD Care Plan that supports a home-first approach to renal replacement therapy, the Certificate in Peritoneal Dialysis Management course was developed. This structured training equips community partners with the knowledge and skills to provide effective PD support, enhancing care accessibility for patients and caregivers. A total of 26 participants from nursing homes successfully completed the course during the year, strengthening the community's capacity to care for PD patients closer to home.



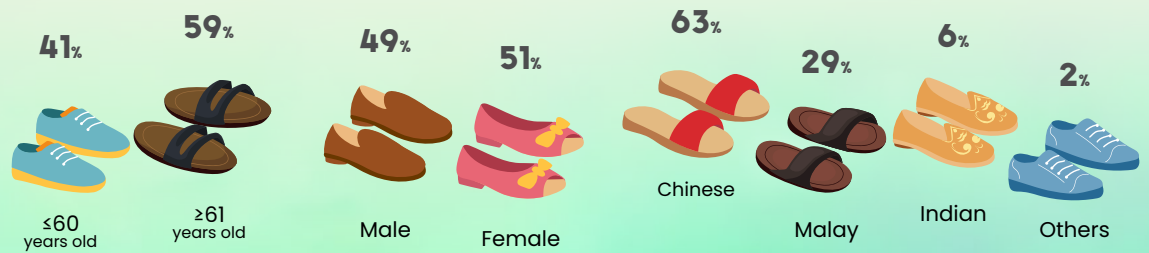
### PD Warriors Support Group

The PD Warriors continue to grow as a strong peer support network, empowering patients to live well with peritoneal dialysis (PD). Many members report improved quality of life, with some even travelling overseas while on treatment. The group actively supports pre-dialysis patients – eight members have opened their homes to share practical tips on PD care, storage and home setup. This peer-led initiative has fostered a strong sense of ownership and leadership. Members also engage in ongoing outreach to support and educate the wider community. A total of 167 individuals have benefitted from the programme.

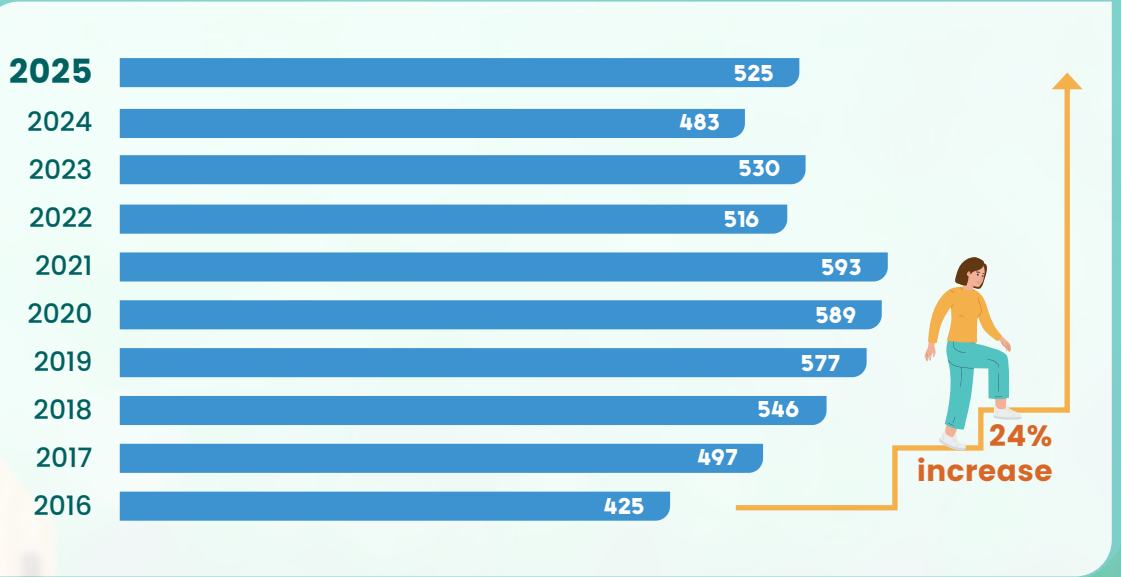


I am thankful I could visit the home of a PD Warrior who encouraged me and guided my choice of PD.  
Chen Dehui, pre-dialysis patient

### Profile of peritoneal dialysis beneficiaries



### Rising trend of peritoneal dialysis beneficiaries





# Caring for Haemodialysis Patients

We provided more than 750,000 life-saving haemodialysis treatments to 5,399 kidney failure patients across our 43 community-based dialysis centres islandwide. These patients were cared for by a dedicated team of 1,238 medical, allied health and support staff who delivered holistic care with a steadfast commitment to improving patient outcomes. In total, \$164.1 million was spent on treatment and comprehensive care during the financial year.

## Scaling up our nocturnal dialysis programme

Our commitment to improving patient outcomes through nocturnal dialysis continues to gain momentum. Over the past year, we expanded the programme from two to three dialysis centres offering nocturnal services. The total number of slots increased from 36 to 57, reflecting a 58% growth in capacity. This expansion marks a significant step in our ongoing efforts to increase access to nocturnal dialysis by bringing the service to more dialysis centres across different regions of Singapore. These six- to seven-hour overnight sessions offer a range of benefits, including slower removal of toxic wastes and fluids, and reduced risk of dialysis-related complications.

over **750,000** life-saving haemodialysis treatments provided, enabling patients to live life with purpose

**58%** growth in nocturnal dialysis capacity, from 36 to 57 slots

## HD Support Group **NEW**

Launched to enhance peer support, the HD Support Group offers a structured programme on renal rehabilitation and emotional well-being. Monthly sessions at the NKF Centre and three dialysis centres across Singapore provide convenient access. The programme includes regular mental health assessments for early intervention and promotes patient leadership through co-facilitation. To date, 135 patients and families have gained renewed confidence, purpose and community.



The support group helped me feel more positive and confident when talking to my doctor about my kidney health.

Haz Kalifah Ab Hamid, who benefits from the HD Support Group

**98%**

patients achieved desired outcome of  $Kt/V \geq 1.2$

Fractional clearance of urea ( $Kt/V$ ) is one key indicator for measuring dialysis adequacy

**94%**

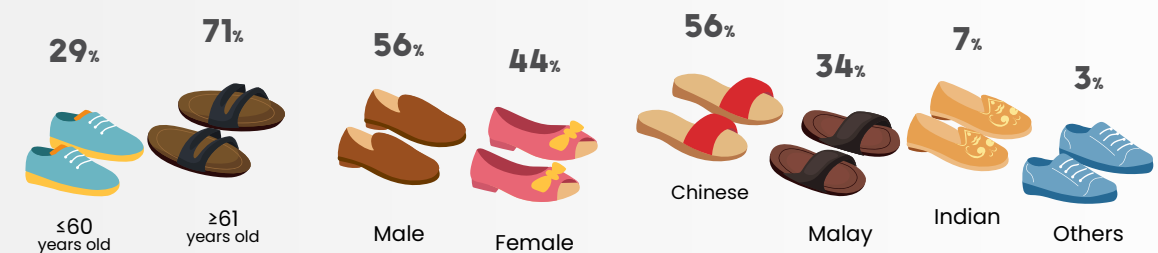
patient survival rate in the first year

**79%**

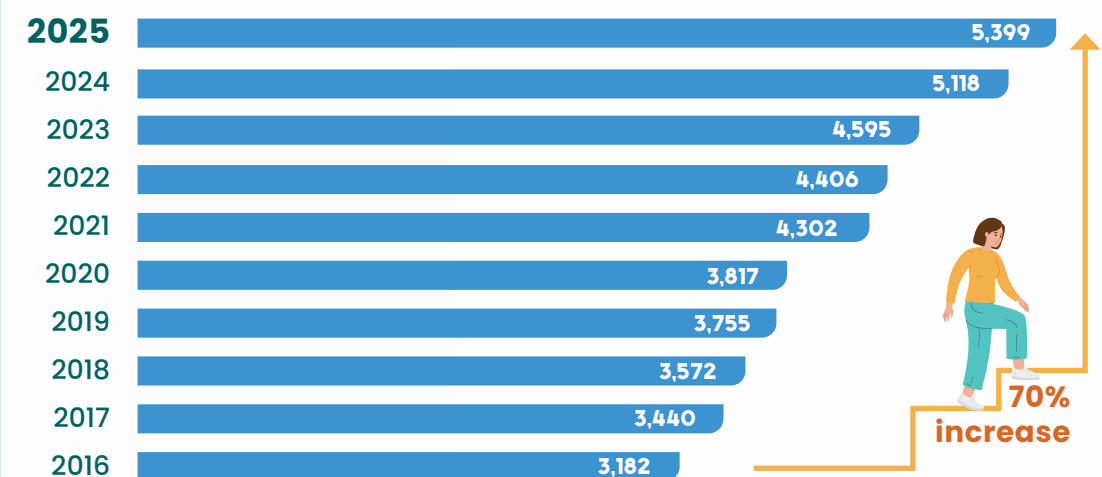
patients achieved a haemoglobin level of  $\geq 10\text{g/dL}$

Improving patients' haemoglobin levels results in better physical tolerance and quality of life

## Profile of haemodialysis patients



## Rising trend of in-centre haemodialysis patients





## Living with Purpose and Positivity

At 75, Mdm Rokiah Rahman continues to lead a life filled with meaning and compassion. A retired mosque teacher, she now volunteers her time teaching religious studies at Hajjah Rahimabi Mosque. Though she is on dialysis, she chooses to stay active and give back to her community.

Mdm Rokiah was diagnosed with diabetes and hypertension in her 50s, despite her healthy lifestyle of homecooked meals and regular exercise like qigong and morning walks. Years later, a sudden illness led to hospitalisation and she was immediately started on dialysis. With unwavering faith and strong family support, she faced the transition calmly and with strength.

Her husband plays a vital role in her care, preparing her medication daily and ensuring she takes it on time. Her youngest son accompanies her for medical checkups, and her son-in-law helps with transport to and from dialysis. Though she feels tired after treatment, she remains optimistic and praises the dedication of the nurses.

Mdm Rokiah's story is a reminder that a positive mindset, strong support and a sense of purpose can make all the difference in navigating life with chronic illness.



I didn't feel sad when I started dialysis. I know I am well cared for.



Since switching to HDF, I have more energy, experience fewer side effects, and can stay active, keep working, and enjoy life again.



## Staying Active and Well

Thomas Tham, 54, transitioned to haemodiafiltration (HDF) in 2023 after his nurses identified him as medically suitable. For Thomas, who found conventional haemodialysis (HD) physically draining, switching to HDF proved beneficial as it removes toxins more efficiently, improves fluid management, and reduces side effects by clearing middle-sized molecules.

Since making the switch, Thomas has experienced fewer cramps, a better appetite, and significantly more energy. He recovers faster after each treatment and feels refreshed, which has greatly enhanced his quality of life. Balancing full-time work with thrice-weekly dialysis, Thomas stays active through slow jogs, weekly netball games with friends, and new fitness activities. He also manages daily needs like grocery shopping and household chores independently.

For Thomas, dialysis has brought more than just medical benefits. It has improved his overall well-being, enabled him to keep working while staying active, and restored a sense of stability and hope – allowing him to live life fully while managing kidney failure.



## Re-energised, Living Fully

At 50, Koh Cheun Meng has built a stable career in food manufacturing, where he has worked for 17 years. With a family history of polycystic kidney disease, a hereditary kidney condition, he had always known kidney failure and dialysis would likely be a part of his future. Both his father and brother were NKF patients, and when his own kidneys failed, he began home-based dialysis in 2022 before joining NKF on day-time haemodialysis.

The schedule disrupted his work and daily routine, so in 2025, he switched to nocturnal dialysis – a decision that transformed his life. Dialysing overnight for six-hour sessions, three times a week, freed his days for work, light exercise and spending time with his wife. He now eats dinner at a normal time, feels less breathless and has more energy for daily activities. Blood tests also show better clearance thanks to the longer, gentler sessions. Simple adjustments like earplugs, a blindfold, a reclining chair and plastic cannulas make treatment comfortable.

His wife has been his strongest support, attending NKF's caregiver group to better assist him. For Cheun Meng, nocturnal dialysis has not only restored his health but also his independence, giving him the freedom to live fully.



Being on nocturnal dialysis has re-energised me and given me the freedom to live my days fully.

## Benefits of Nocturnal Haemodialysis



**Slower removal of toxic wastes and fluids**



**Reduced risk of complications like low blood pressure, giddiness and muscle cramps; less strain on the heart and vital organs**



**Less restrictive diet by removing more phosphate and reducing long-term bone disease risk**

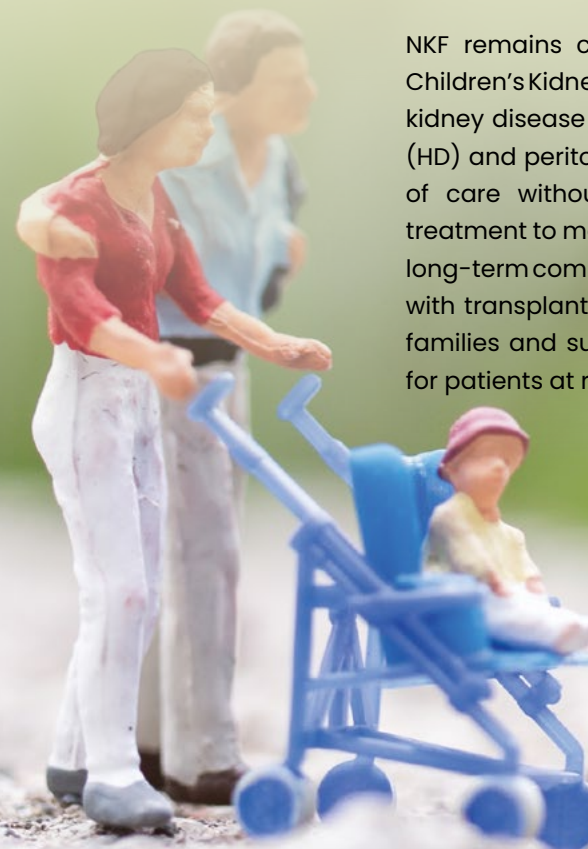


**Greater schedule flexibility, freeing daytime for work, school or family activities**

## Supporting the Young with Kidney Disease

NKF remains committed to supporting the Shaw-NKF-NUH Children's Kidney Centre to ensure no child or young person with kidney disease is left behind. We provide both haemodialysis (HD) and peritoneal dialysis (PD) options to ensure continuity of care without relocation costs, cover medications and treatment to manage chronic kidney disease while preventing long-term complications and supporting healthy growth, assist with transplant expenses to ease the strain on "sandwiched" families and support diabetes prevention and management for patients at risk or living with post-transplant diabetes.

**\$1.3 million**  
funding for  
Children's Kidney  
Centre and its core  
programmes





# Living Kidney Transplants

– a path to better quality of life

Kidney failure often means life revolves around dialysis – rigid schedules, strict diets and persistent fatigue. While dialysis sustains life, it cannot fully replace a healthy kidney's functions. A transplant, especially from a living donor, can nearly restore these functions, improve life expectancy and help patients return to normal daily living. Living donors remain healthy post-surgery, as one kidney adapts to meet the body's needs. Beyond health benefits, a transplant is also cost-effective, replacing years of dialysis costs with a single procedure.

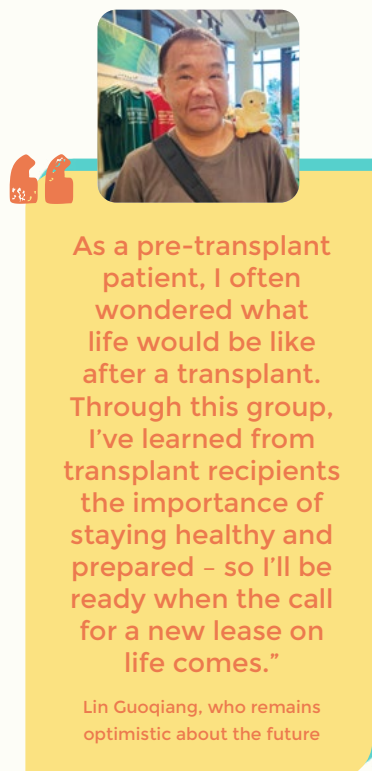
**NKF's Kidney Live Donor Support Fund encourages more living donors to donate kidneys to their loved ones through the provision of financial assistance and support.**

## Transplant Support Group

The Transplant Support Group continues to grow, now with 65 active members, supporting transplant recipients, pre-transplant patients and living donors. Increasing involvement from younger recipients in their 20s brings hope and motivation. The group actively leads peer education sessions, where recipients share experiences to help others overcome fear and understand the transplant process. It remains a vital source of support and inspiration on the transplant journey.



**141** beneficiaries have received support since the inception of the Fund



As a pre-transplant patient, I often wondered what life would be like after a transplant. Through this group, I've learned from transplant recipients the importance of staying healthy and prepared – so I'll be ready when the call for a new lease on life comes."

Lin Guoqiang, who remains optimistic about the future

## Advancing Kidney Supportive Care

The Kidney Supportive Care programme offers holistic, person-centred support to patients with advanced kidney disease. By uniting a team of nephrologists, palliative care specialists, nurses, social workers and dietitians, the programme goes beyond routine dialysis care to focus on aligning treatment with patient values, improving symptom management and enhancing overall quality of life. Now in its second year, the programme has expanded to 10 dialysis centres. To date, 130 patients have enrolled. Serious Illness Conversations have been conducted, complex cases reviewed in multidisciplinary sessions and patients have been referred to specialist care or hospice home support as needed.

## Life Given, Love Shared

At 39, Howie Tan's life changed in an instant. What began as weeks of exhaustion led to the devastating news that his kidneys had failed. Dialysis kept him alive but left him drained, uncertain of what lay ahead.

In his darkest moment, his greatest source of strength was his mother, 63-year-old Wong Mee Chan. Without hesitation, she offered him her kidney. Though Howie worried for her health, her quiet courage and faith gave him the reassurance he needed. With encouragement from the NKF's Transplant Support Group, he found the strength to accept her extraordinary gift.

In December 2024, Howie received his mother's kidney. Almost immediately, he felt renewed energy, mental clarity and hope for the future. For Mee Chan, seeing her son healthy again was the greatest reward.

Today, both mother and son live well. Their journey has deepened their bond and strengthened their faith. Grateful for this second chance at life, they are also thankful for the support of the Kidney Live Donor Support Fund, which has helped make their transplant journey possible. By sharing their story, they hope to inspire and encourage others to consider kidney donation.

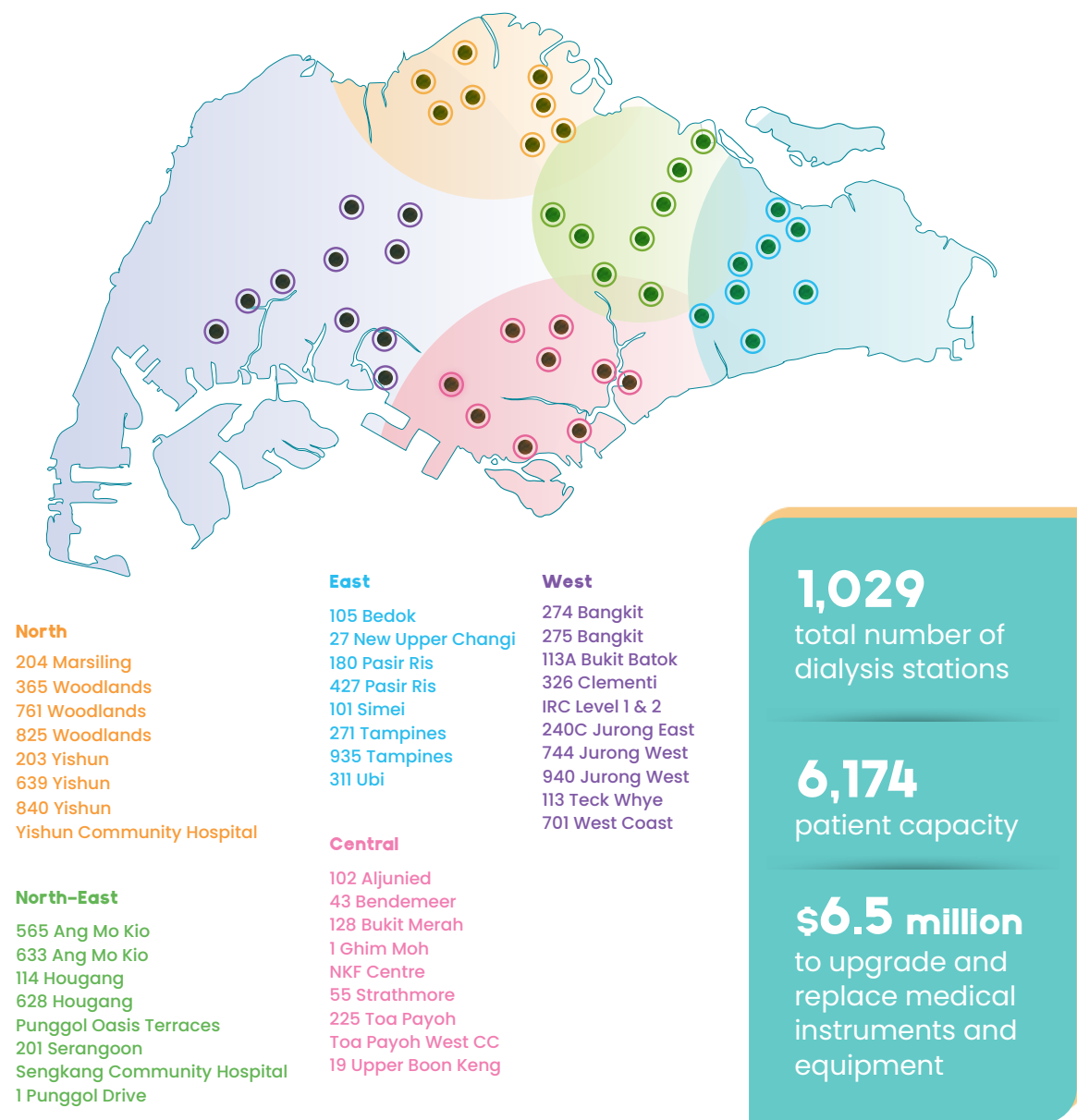
My transplant gave me new life. I'm forever grateful to my mother.

I didn't think twice. If my kidney could give my son a second chance, it was never mine to keep.





# 43 Dialysis Centres Ensuring Accessibility & Availability



## Building capacity to meet patients' needs

NKF remains committed to ensuring dialysis services are accessible to all who require them. We regularly review demand trends and work with relevant authorities to strategically site new centres for optimal coverage. Older centres are upgraded in phases, expanding space for more stations, integrating the latest technology and creating greener, patient-friendly environments.

## Expanding integrated care for the community

As Singapore's population ages, more NKF patients face mobility challenges and other conditions such as heart disease, diabetes and hypertension. To better meet these needs, we continue to expand our integrated care model, bringing dialysis services into community and hospital facilities. Our new dialysis centre at One Punggol Community Hub joins our co-located facilities at Punggol Polyclinic, Toa Payoh West Community Club, Yishun Community Hospital and Sengkang Community Hospital. Developed with government, social service and healthcare partners, these centres deliver seamless, accessible renal care in the heart of the community.

### Our new dialysis centre

#### NKF Dialysis Centre Supported by Kwan Im Thong Hood Cho Temple @ One Punggol

- Started operations in February 2025
- Made possible with a generous contribution from Kwan Im Thong Hood Cho Temple
- Equipped with 40 dialysis stations, serving up to 240 patients
- Home to Singapore's first automated Centralised Acid Concentrate Delivery System, improving efficiency, easing nurse workload and enhancing sustainability



### Our dialysis centres with expanded capacity



#### NKF Dialysis Centre Supported by Kwan Im Thong Hood Cho Temple @ Simei

- Expanded patient capacity by 22% from 27 to 33 dialysis stations, serving up to 198 patients
- Made possible with a generous donation from Kwan Im Thong Hood Cho Temple towards the retrofitting cost



#### NKF Dialysis Centre Supported by Tay Choon Hye @ Kim Keat

- Expanded patient capacity by 71% from 21 to 36 dialysis stations, serving up to 216 patients
- Made possible with a generous \$4 million contribution from SUTL Global in memory of its founder, the late Mr Tay Choon Hye, towards the refurbishment of the dialysis centre and the new CKD Clinic, which provides early-stage CKD patients with personalised consultations and care plans

### Portable funding helps patients in private dialysis centres

Through our Enhanced Portable Funding, we provide subsidies for patients undergoing dialysis at private dialysis centres while they wait for a suitable slot to become available at NKF.

**\$0.2 million**  
subsidies given out to 19 beneficiaries



## Patient Empowerment (The 5E's)

At NKF, we believe empowerment is key to helping patients thrive. When equipped with the right knowledge, skills and support, patients can take an active role in their care, make informed choices and lead more fulfilling lives despite the demands of dialysis.

### Renal rehabilitation through integrated care

Our Integrated Care Team – comprising doctors, nurses, social workers, dietitians, therapists and exercise specialists – drives the Renal Rehabilitation Programme with a holistic, person-centred approach. Guided by **the 5E's: Education, Exercise, Encouragement, Employment and Evaluation**, the programme strengthens patients' resilience, confidence and motivation, enabling them to live with greater independence and dignity.

## Holistic Care Beyond Dialysis

Nurse

Social Worker

Exercise Specialist

Renal Doctor

Occupational Therapist

Dietitian

Clinical Psychologist





## Education

### Self-care management

The self-care programme continues to grow, helping patients better manage their chronic conditions with nurse-led support. Patients gradually learn to take charge of their care – monitoring weight and blood pressure, managing fluid and medications, preparing dialysis equipment and eventually inserting their own needles. A total of 677 patients are actively participating, a 9% increase from 620 last year.

### Know Right Start Right programme

The Know Right Start Right (KRSR) programme continues to support patients with advanced chronic kidney disease (CKD) and their caregivers through tailored pre-dialysis support. By partnering with public hospitals, KRSR aims to reduce emergency dialysis starts and supports smoother transitions into treatment. To improve patients' access to support, Admission Counsellors were stationed at clinics in Singapore General Hospital, Changi General Hospital and Ng Teng Fong General Hospital, engaging directly with patients during their consultations. A total of 141 patients benefitted from KRSR interventions.

"My Dialysis Journey", a programme for patients, by patients, remains a key component of the programme.

Held quarterly, these informative sessions empower patients and families with practical insights and shared experiences. The programme supported 55 participants, continuing to serve as a trusted resource and source of strength.

**Facing kidney failure was tough, but the support from NKF's Know Right Start Right team helped me make informed decisions and eased my fears about starting dialysis.**

Normala Binte Mohamad Sharif, who found clarity and confidence through early support

### Diet counselling and intervention

Nutrition is a critical component of dialysis care, helping patients prevent complications, maintain strength and improve overall health. A total of 3,608 patients received individualised dietary counselling and 2,630 were supported with oral nutrition supplements. To turn guidance into practical skills, NKF introduced "Dialysis Friendly Pick", a supermarket tour that empowers patients to make informed, dialysis-friendly food choices. Complementing this, initiatives like "Eat Smart Move More" combine nutrition and exercise education to help patients adopt lasting, healthy lifestyle changes.



**My dietitian's guidance and regular check-ins have truly improved my blood sugar management.**

Sin Poh Tai, benefitting from nutritional advice

### SHIOK Food programme **NEW**

A survey found that 48% of dialysis patients struggled to prepare meals, and 13% ate only once a day, often relying on takeaway or delivery – options that are frequently unhealthy and costly. In response, NKF partnered with the charity organisation Free Food For All to launch SHIOK For All, a 6-month pilot providing 120 patients with nutritionally balanced, ready-to-eat meals tailored to local tastes and delivered to their homes. The programme aimed to support healthier eating, improve disease management, and ease financial strain. Following its success, NKF plans to expand the programme to benefit more patients.



## Exercise

### Exercise care plan

To support a holistic approach to patient care, our exercise and fitness specialists and associates have implemented a range of tailored exercise platforms for individuals on dialysis. These include home-based care plans, intradialytic exercises, exercise counselling, in-centre classes and one-on-one physical rehabilitation. More than 60% of our dialysis patients have engaged in one or more of these initiatives.



**After attending the intradialytic exercise sessions, I've noticed a gradual improvement in my cardiovascular fitness. I now experience fewer episodes of shortness of breath.**

Toh Kim is improving fitness through a structured exercise plan specifically designed for patients during dialysis

### Occupational therapy

Working closely with other teams, our Therapy Team provides services focused on enhancing quality of life and promoting continued self-management in the community. This includes addressing mobility and equipment needs, facilitating rehabilitation and coordinating the right-siting of care to other community service providers, among other initiatives. More than 400 patients have benefitted from these individualised services.



**Thanks to a home exercise programme and helpful equipment like a shower chair and a larger grip handle for my knife, I feel confident and safe doing everyday tasks at home – moving around, cooking, and showering.**

Norhayati Jaafar, working towards empowered independence



## Encouragement

### Life@DC

Life@DC continues to be a cornerstone of community life at our dialysis centres (DCs), where patients and caregivers find not only care, but also companionship and purpose. The initiative brings to life the kampung spirit, creating opportunities for patients to support one another and remain meaningfully engaged. Led by NKF's care team and supported by community partners, it offers a welcoming environment where therapeutic activities and social gatherings encourage friendships, celebrate personal milestones and foster emotional well-being.

At the heart of this endeavour is a spirit of mutual care and connection, nurtured by over 150 "NKF Kakis" – passionate and dedicated individuals who co-create engaging programmes tailored to the interests of fellow patients. Over 2,800 patients and caregivers took part, reflecting the growing strength of this supportive and inclusive community.



### Caregiver Support Programme

The Caregiver Support Programme remains a vital lifeline for those supporting dialysis patients. Held quarterly, it drew an average of 200 participants per session, providing practical caregiving skills and emotional support in a safe, encouraging environment. Stress assessments helped identify about 20% of participants as high-risk for burnout, who then received timely support and follow-up. In collaboration with partners such as SG Assist and Caregivers Alliance, caregivers explored innovative technology and received customised leadership training to enhance peer support with empathy and resilience.



**I am grateful for the Caregiver Support Programme. It not only equipped me with valuable caregiving and self-care skills but also connected us to community resources that help ease the challenges of caregiving.**

**Doreen Seng, benefitting from the Caregiver Support Programme**



## Employment

### Kidney Care Carnival – Mini Job Fair

At the Kidney Care Carnival on 18 May 2025 at One Punggol, the Mini Job Fair empowered patients through meaningful employment. Supported by GoodJobs.com, the fair facilitated 135 interviews, with 51 candidates shortlisted and 5 offered immediate jobs – demonstrating how connecting patients with meaningful employment opportunities fosters independence. The event also featured patient sellers who raised over \$5,000, showcasing resilience and entrepreneurial spirit. These efforts highlight NKF's commitment to empowering lives and building an inclusive community.



**The Kidney Carnival opened doors to real opportunities. With engaging job booths and a strong community spirit, I felt empowered to pursue meaningful employment.**

**Saraswathy Naga Rathnam, dialysis patient, inspired to take confident steps towards a brighter future**



## Evaluation

### Kidney Disease Quality of Life

The Kidney Disease Quality of Life (KDQoL) survey continues to be a key component of our 5Es Renal Rehabilitation Programme. Conducted annually, it remains instrumental in monitoring patients' well-being and supporting the delivery of personalised, holistic care.





# Enhancing Quality and Efficacy of Kidney Care



**63%**  
of patients  
reported **less  
pain** and

**85%**  
felt **less anxiety**  
with plastic  
cannulas

## Award-winning plastic cannulas for safer, more comfortable dialysis

NKF introduced plastic cannulas to improve comfort and safety during nocturnal dialysis, reducing the risk of needle dislodgement from involuntary arm movements. A trial at two dialysis centres showed 63% of patients reported less pain and 85% felt less anxiety during dialysis. The initiative received recognition at the 16<sup>th</sup> Singapore Health Quality Service Awards. Use of plastic cannulas has since expanded to patients with new or difficult vascular access and will extend to those with short-segment fistulas, dementia or restlessness, helping to make safer, gentler dialysis the standard of care.



With the plastic cannula, I sleep better. It's made a real difference to both my nights and my days.

Koh Cheun Meng,  
who is benefitting from the  
use of a plastic cannula

## Building on progress in community-based catheter care

In collaboration with the Ministry of Health, the National Improvement Unit (NIU) and several public healthcare institutions, NKF has continued to advance the management of malfunctioning Tunnelled Haemodialysis Catheters (THCs) by performing urokinase procedures at dialysis centres instead of hospitals. Urokinase is a medication used to dissolve blood clots that block a patient's dialysis catheter, helping restore its flow patency. Since the initiative began in 2022, the number of successful procedures has grown to 402, leading to an 82% reduction in hospital admissions, saving over \$1.2 million and freeing up 804 hospital bed days. This community-based approach not only eases pressure on hospital resources but also ensures timely intervention, minimises treatment disruptions and helps patients maintain dialysis adequacy and quality of life.



**82%**  
fewer hospital  
admissions

**804**  
hospital bed  
days freed

**\$1.2 million**  
saved

## Implemented ultrasound-guided cannulation across all dialysis centres

Building on last year's successful pilot, the ultrasound scanner project is now fully implemented across all dialysis centres. So far, 97 nurses have been certified competent, and they have performed approximately 2,567 cannulations with a 96% success rate. The next phase will continue with staff training, strengthening clinical capability and enhancing the patient experience as our dialysis population ages and faces increasingly complex vascular access challenges.







### Innovative wet sensor for enhanced patient safety **NEW**

Needle dislodgement during dialysis is a serious risk that can lead to significant blood loss if not detected quickly. This risk is higher for patients on overnight dialysis or those with conditions like dementia or restlessness who may accidentally pull out their needles. To enhance safety, NKF introduced the HEModialert – also known as the Wet Sensor – a moisture-detecting alarm that alerts staff immediately when blood leakage occurs. This allows for quick action and helps prevent serious complications. The Wet Sensor is now in use for high-risk patients at all our dialysis centres.

### Hematocrit and fluid monitoring pilot **NEW**

NKF is piloting the Crit-Line® IV monitor at its dialysis centre in Sengkang Community Hospital. This device provides real-time data on hematocrit, blood volume and oxygen saturation, supporting nurses in optimising fluid removal and responding early to complications such as hypotension and fluid overload. Early observations suggest improvements in patient safety, reduced hospital admissions and enhanced overall experience. NKF will continue to monitor outcomes and assess the feasibility of wider implementation across its dialysis centres.



### Proactive diabetic foot screening and prevention **NEW**

Dialysis patients are at higher risk of diabetic foot ulcers, which can lead to serious complications such as amputation. To strengthen early detection, NKF partnered with Singapore General Hospital and SingHealth HQ to train nurses in foot screening using monofilaments to check for nerve damage. We also collaborated with Ng Teng Fong General Hospital to introduce handheld ultrasound devices that assess blood flow more accurately. This initiative has improved patient education, boosted nurses' confidence and enabled timely referrals. So far, 250 patients have been monitored, reducing the risk of severe complications.



**The foot checks helped me understand my risk better and gave me confidence to take care of my feet.**

*Perman Amuthavalli, benefitting from the diabetic foot screening*

### Accreditation of dialysis centres to advance nursing education **NEW**

Six NKF dialysis centres were re-accredited and one new centre was accredited by the Singapore Nursing Board (SNB), bringing the total to seven. These centres serve as approved clinical training sites for nursing students, providing hands-on experience in dialysis care. This milestone reflects NKF's ongoing commitment to high-quality nursing education and developing a skilled nephrology workforce for Singapore's healthcare system.



## Supporting Clinical Research and MedTech in Nephrology in Singapore

### Advancing renal research with \$5.5 million fund **NEW**

NKF has deepened its commitment to reduce kidney disease with a \$5.5 million SGH-NKF Renal Research Fund to drive innovation in kidney care, with government dollar-for-dollar matching. In partnership with Singapore General Hospital, the fund supports research in early chronic kidney disease (CKD) detection, novel therapies and psychosocial support. Guided by a dedicated research committee, this initiative aims to improve patient outcomes, slow disease progression and reduce the burden on Singapore's healthcare system.



### Relieving itching in haemodialysis patients **NEW**

Itching is a common and serious problem for patients on haemodialysis, affecting sleep, mood, daily life and overall health. Our pilot study, "Haemoperfusion Combined with High-Flux Haemodialysis (HP-HFHD) for Treating Patients with End-Stage Kidney Disease," explored a new way to ease this symptom. We enrolled 24 patients with severe itching and monitored their symptoms over time using a standardised questionnaire. Preliminary results are encouraging: on average, patients reported a noticeable improvement every two weeks. These findings suggest that HP-HFHD could be a promising option to enhance comfort and quality of life for patients living with this condition.





# Championing Sustainability and Environmental Care

Guided by Singapore's Green Plan 2030 and the nation's net zero aspiration by 2050, our Sustainability Framework rests on three pillars – Environment, Social and Governance (ESG) – which together ensure that every decision we make supports our patients, protects the environment and strengthens organisational integrity.

NKF strives to:

- Improve patient outcomes and quality of life
- Reduce environmental impact through efficient resource use and waste reduction
- Ensure long-term economic sustainability through cost-effective practices and strategic partnerships
- Foster a culture of social responsibility and community engagement

## Our Sustainability Framework

### Environment

- Green Plan Ready
- Energy & Water Efficient
- Eco-Friendly Operations
- Advocate Self-Sustaining Journey

### Governance

- Code of Governance & IPC Compliance
- Transparency & Accountability
- Sustainable Procurement
- Integrity & Ethics

- Person-Centred Care
- Community Impact
- Stakeholder Experience
- Future-Ready Workforce

### Social





## Innovating for sustainable kidney care **NEW**

NKF is the first healthcare institution in Singapore to implement a Centralised Acid Concentrate Delivery System (CDS) at our Kim Keat and One Punggol dialysis centres. This breakthrough technology automates the preparation and delivery of acid-concentrate solutions – the fluid used in dialysis – from a centralised site to multiple dialysis machines, replacing manual handling with a safer, cleaner and more efficient process.

▼ **80%** in manual handling,  
enhancing workplace safety

▼ **75%** in plastic waste,  
reducing over 60,000  
canisters annually

▼ **10%** in acid-concentrate  
solutions wastage,  
saving approximately 500ml  
per treatment

▼ **\$115,000** annual  
cost savings achieved

▼ **80%** in lifting injuries,  
improving staff well-being

▼ **70%** in carbon emissions,  
supporting environmental  
sustainability

The CDS not only enhances operational efficiency but also supports NKF's Go-Green Dialysis Initiative. By rethinking traditional systems, NKF is demonstrating that sustainability and clinical excellence can go hand in hand – improving both patient care and environmental outcomes. With strong results in efficiency, safety and sustainability, we plan to expand the CDS to other large dialysis centres, setting new standards in sustainable kidney care for Singapore.



## Embedding sustainability in daily operations **NEW**

Sustainability is a continuous journey. Beyond clinical innovation, we are embedding environmental mindfulness in everyday operations across our headquarters, the Integrated Renal Centre (IRC) and dialysis centres.

### Resource efficiency and waste reduction

- Transitioned to LED lighting across facilities
- Installed smart sensors for automatic shut-offs after hours
- Reduced paper use through e-filing systems
- Introduced recycling points and waste segregation programmes
- Switched to non-alcohol wipes to extend dialysis chair lifespan
- Composting coffee grounds and encouraging reusable cups at NKF Kaki Corner café



### Singapore's first Green Mark Gold Plus dialysis centre

The NKF Dialysis Centre Supported by the Singapore Buddhist Youth Mission at Bukit Batok is Singapore's first dialysis centre to receive the BCA Green Mark Gold Plus certification. Incorporating high-efficiency air-conditioning, LED lighting and smart energy management systems, the centre achieves approximately 15% energy savings, reducing its carbon footprint while maintaining a safe and comfortable environment for patients and staff.



### Water and energy conservation

Water is vital for dialysis. While conservation remains a challenge, NKF continues to explore technological solutions and green policies to reduce water consumption and monitor usage more efficiently. We are also exploring renewable energy options, including solar panels at the IRC, as part of our long-term sustainability roadmap.

### Supporting green mobility

To support Singapore's transition towards cleaner transport, NKF installed four electric vehicle (EV) charging points at key sites and encourages staff to adopt greener commuting habits.



## Empowering people and the community

Sustainability is also about nurturing a future-ready, socially responsible workforce and creating positive impact in the community we serve.



### Staff engagement and education

- Conducted a Sustainable Workplace Safety & Health talk in 2025
- Appointed Green Ambassadors to lead internal eco-initiatives
- Organised awareness campaigns and sustainability challenges to promote energy conservation and recycling habits
- Participated in learning visits to the Singapore Institute of Technology, Tzu Chi Humanistic Youth Centre, Khoo Teck Puat Hospital and Institute of Technical Education to exchange ideas and best practices



### Community partnerships and advocacy

As a member of the Sustainable Energy Association of Singapore (SEAS) since 2022, NKF actively supports national sustainability efforts and champions cross-sector collaboration. Through community outreach, we raise awareness of green practices and encourage patients, donors and volunteers to play their part in protecting the environment.



## Upholding strong governance and ethical practices

Sustainability is incomplete without good governance. Integrity and transparency form the foundation of everything we do. We are honoured to receive the Charity Transparency Dedication Award 2024, a testament to our steadfast commitment to accountability, trust and responsible governance.



### Sustainable procurement practices

- Partnering with suppliers who share NKF's sustainability values
- Embedding environmental and ethical clauses in contracts
- Promoting locally sourced, eco-friendly materials

### Looking ahead

- Deepening strategic sourcing partnerships with sustainability-focused vendors
- Implementing hardware and tech upgrades to reduce energy use and carbon emissions
- Reviewing infection control processes to reduce glove and plastic waste
- Launching Energy Consumption Dashboards at HQ, IRC and dialysis centres

## Towards a greener, healthier future

As NKF continues to advance patient care, our sustainability journey remains a shared responsibility – one that involves our staff, patients, partners and the broader community. From pioneering dialysis innovations to embedding green practices in daily operations, we are steadfast in our belief that sustainable healthcare is responsible healthcare. By integrating sustainability into everything we do – from dialysis care to corporate governance – NKF is not just saving lives today but protecting the world our patients will live in tomorrow. Each initiative brings us closer to our vision of a resilient, compassionate and environmentally conscious organisation – giving Life & Hope to current and future generations.





## Partners in Care

### Volunteers – a key part of NKF's care network

Volunteers are vital in supporting dialysis patients and promoting kidney health nationwide. From lending a listening ear and guiding wellness activities at dialysis centres to leading outreach on prevention and healthy living, they ease the emotional burden of chronic illness and build community. Whether educating the public or providing hands-on support, each act strengthens our continuum of care. In the year, 4,561 volunteers contributed 35,732 hours, upholding dignity, instilling hope and advancing holistic care.

#### Individual Volunteer



Since 2021, coming back each week to pack medical items for NKF patients has become more than just a routine – it's my way of supporting them behind the scenes. Every box I seal is a small act of care, and I'm happy to do this regularly.

Zhang Xiaolong Tony,  
Senior Manager, Supply Chain Management



#### Organisation Volunteer



UBS Singapore is honoured to receive the Rising Star Award at NKF Volunteers' Appreciation Day 2024. Through the dedication of over 200 employees at nearly 250 activations of NKF programmes – from packing medical supplies to befriending sessions and supporting NKF Race Inspired! 2025 walkathon – we've helped impact over 6,000 patients. We remain committed to making a positive difference in our community.

Mr Young Jin Yee,  
Co-Head UBS Global Wealth Management Asia Pacific and  
Country Head UBS Singapore

#### Student Volunteer



I find it very interesting to get to know patients and their backgrounds. It feels truly meaningful. I really enjoy seeing lives from a different perspective and am eager to come back and do more for the community.

Tommy Lee,  
Student, Republic Polytechnic



#### Patient Volunteer



Dialysis gave me a second chance at life. NKF empowered me to be a voice for kidney failure prevention and to earn an income through their Home-based Business initiative. They didn't just help me survive – they gave me dignity, hope, and purpose.

Malathy Naga Rathnam,  
Patient Volunteer since 2023





# Forging a Future of Unbreakable Hope

## Philanthropy that sustains lives

As Singapore's healthcare landscape evolves, sustainable care is vital for kidney patients who require lifelong treatment. At NKF, fundraising is a lifeline – built on strategic philanthropy and purpose-driven partnerships that strengthen patient support.

We are developing funding models for lasting impact. A key pillar is LifeDrops, our recurring giving programme that transforms small, regular donations into a reliable, unbreakable lifeline of hope.

Lasting change comes through collective effort. Whether through corporations embedding social responsibility, communities rallying together or individuals giving with purpose, every contribution advances compassionate, sustainable care.

Fundraising expenses were 9.5% of total funds raised – well below the 30% cap under the Charity Regulations – reflecting NKF's commitment to cost-effective, responsible stewardship.



Giving monthly to NKF is my way of showing my children what compassion means – to care, to show up, and to stand by others. Even small acts done with love can change a life.

Margaret Eu Siew Lian,  
LifeDrops donor for over 20 years

≈ 91 cents  
of every dollar  
donated went  
directly towards  
patient care

≈ approximately

### Amplifying advocacy through our charity ambassador

In our mission to champion kidney health and patient care, we are thankful to Mr Arthur Tay, Chairman of SUTL Group and our first Charity Ambassador since 2023, for walking alongside us. Continuing his late father Mr Tay Choon Hye's legacy – whose \$5 million gift established the first dialysis centre at Kim Keat – Mr Tay has rallied support from his personal network, family and organisation to advance our cause over the years. In honour of the late Mr Tay's longstanding charitable efforts, Mr Arthur Tay and the SUTL Group have committed a generous \$4 million donation towards the refurbishment of the NKF Dialysis Centre Supported by Tay Choon Hye @ Kim Keat, as well as the development of the new CKD Clinic.



### NKF55 Charity Gala Dinner

For the first time, the NKF Charity Gala Dinner was held in collaboration with the Singapore Chefs' Association and World Chefs Without Borders, in commemoration of NKF's 55 years of Giving Life & Hope. Themed "A Starry Night", the star-studded evening took place on 21 October 2024 at W Singapore – Sentosa Cove, and was attended by over 280 donors and guests. The dinner was exclusively crafted by Michelin-starred and esteemed chef partners, and the evening concluded with a series of dazzling performances. The event successfully raised \$1,806,617, with expenses kept to \$48,304.



### Vesak Day Charity Drive

In celebration of Vesak Day, NKF partnered with volunteers and patients to raise funds in the spirit of compassion. Over 500 donors, including 32 temples and corporate partners, contributed through outright donations, donation boxes and online platforms. The drive raised over \$510,730 to support kidney patients in need, with expenses amounting to \$9,586.



### Dialysis machine and chair sponsorship

With the generous support of 376 donors, we raised \$2.57 million to provide 108 new dialysis machines and 40 recliner chairs for dialysis patients. Each dialysis machine or chair supports at least six patients, benefitting over 880 patients in total. Honouring our donors' generosity, we have mounted naming plates on their sponsored equipment.



Giving enriches me and reminds me that even small acts can bring hope and strength. It's a privilege to support someone's journey.

Sim Willing

### Swing for Hope: NKF Charity Golf 2025

Swing For Hope, NKF's signature charity golf event, returned for its fourth edition on 26 June 2025. The event brought together over 150 golfers and guests, united in the fight against kidney failure. Thanks to the generous support of donors and partners, the event successfully raised \$800,006, with expenses kept to \$98,921.





# People are the Heart of Our Work

Our greatest strength lies in our **people** – dedicated individuals whose compassion, resilience and pursuit of excellence make a lasting difference every day. Behind every award and recognition is a story of care, innovation and commitment to patients on their dialysis journey. These achievements reflect not just individual excellence, but the shared spirit that drives us to prevent kidney disease, support patients and build a healthier, more compassionate community.



### Charity Transparency Dedication Award 2024

Recognised for our unwavering commitment to accountability, trust and responsible governance in care delivery

### Nurses' Merit Award 2024

Honouring nurses for their leadership, compassion and excellence in service  
Awardees: Nurse Managers Cynthia Wong, Maglaque Rey Mark and Tan Bee Lei

### President's Volunteerism & Philanthropy Award 2024

The highest national honour for non-profits, recognising us as an Organisation of Good for our meaningful impact in building a caring, inclusive and compassionate society

### Healthcare Humanity Award 2024

Awarded to the Renal Rehabilitation Team for exemplifying compassion, courage, resilience, selflessness and teamwork  
Team: Nursing, Allied Health & Community Care



### Community Care Excellence Award 2024

Recognising exemplary service and commitment in delivering quality care to patients

Team: Dietitians Yee Chooi Fong, Coryn Lee, Liang Zet Hui and Grace Liew

### Marketing Excellence Award 2024 (Finalist)

Recognising the Kidney Tsunami campaign for shining a spotlight on the kidney health crisis and encouraging kidney screening

### National Safety and Security Watch Group Award 2024

Acknowledging efforts to protect and educate through workplace safety, anti-scam talks and emergency preparedness  
Partnered with: SPF & SCDF

### IPSQ Poster Excellence Award 2025 & Patients as Partners-in-Improvement Special Recognition Award

Recognising collaboration and clinical innovation to improve patient outcomes through nurse upskilling and catheter care  
Team: Medical Director A/Prof Jason Choo, Chief Nurse Pauline Tan and Senior Nurse Manager Lucy Lu, with SGH & MOH NIU

### Singapore Health Quality Service Awards 2025

Celebrating 145 individuals and one patient-focused project for compassionate care and innovation in dialysis comfort and safety

## Corporate Governance

### Roles and responsibilities of board of directors

The Board acts in the best interests of NKF, with the aim of improving the quality of care for patients who are afflicted with kidney disease and raising awareness of kidney disease prevention. It also ensures there are adequate resources for the operations and programmes of NKF in pursuit of our vision and mission, and that such resources are effectively and efficiently managed; there are processes in place to ensure NKF complies with all applicable laws, rules and regulations; and there is an appropriate code of conduct, which upholds the core values of NKF and its processes.

Management of NKF is delegated by the Board to the management team headed by the Chief Executive Officer (CEO). Initiation and changes to new key programmes and activities, as well as significant transactions, require the approval of the Board. The Board also reviews and approves corporate strategy, and the annual budget prepared by the management. Board members are expected to avoid actual and perceived conflicts of interest. Where Board members have a personal interest in business transactions or contracts that NKF may enter into, or have vested interest in other organisations that NKF has dealings with, they are expected to declare such interests to the Board as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exist, the Board will evaluate whether any potential conflicts of interest will affect the continuing independence of Board members and whether it is appropriate for the Board member to continue to remain on the Board.

The Board has also ensured that NKF is in compliance with the requirements of the Financial Reporting Standards (FRS) and the Code of Governance for Charities and Institutions of a Public Character (IPCs). Our Governance Evaluation Checklist for the period 1 July 2024 to 30 June 2025 can be viewed at the Charity Portal [www.charities.gov.sg](http://www.charities.gov.sg).

### Board governance

The Board is governed by terms of reference with clearly defined scope, authority, duties and responsibilities, including matters pertaining to succession planning, composition and conduct of meetings. The Board strives to ensure that Board members, as a group, have core competencies in areas such as accounting and finance, business and general management, communications, cybersecurity, healthcare, human resource, law, medicine, strategic planning and technology, and that it incorporates a degree of diversity. All Board members must be independent. Independence refers to not having any family, employment, business and other relationships with NKF, any related companies or their officers that could interfere, or be reasonably perceived to interfere with the exercise of the Board member's independent judgment made in the best interests of NKF. The CEO is an ex-officio non-voting member of the Board and attends all Board meetings. In addition, other members of management are invited from time to time to attend and make presentations at Board meetings.

The Board believes that there should be a good balance between board size, gender mix and diversity of expertise, so that the Board will be able to offer objective and high-quality insights that contribute to NKF's effective governance and management. The selection and appointment of Board members are overseen by the Nomination Committee based on the terms of reference established, including the size of the Board and the term limits. As at end of the financial year, the Board had 13 members. All Board members are volunteers and are not remunerated. In addition, Board evaluation is carried out annually for assessment of its effectiveness and to drive improvement, as appropriate.







Chairmen



**Mr Arthur Lang, PBM**  
Group Chief Financial Officer  
Singtel  
Appointed on 1 Nov 2020  
till 14 Apr 2025  
Meetings attended: 3



**Mr Ang Hao Yao, CFA**  
Chairman  
Credit Counselling Singapore  
Appointed on 15 Apr 2025  
Meetings attended: 4

Members



**Prof Chan Choong Meng**  
Senior Associate Dean & Co-Director  
Academic Medicine Education Institute  
of Duke-NUS Medical School  
Group Chief Education Officer (GCEDO)  
SingHealth  
Appointed on 1 Apr 2017  
Meetings attended: 4



**Ms Choo Oi Yee**  
Chief Executive Officer  
Climate Impact X  
Appointed on 1 Feb 2021  
Meetings attended: 3



**Prof Ho Yew Kee**  
Professor of Practice  
Deputy Dean, Chow Yei Ching  
School of Graduate Studies  
City University of Hong Kong  
Appointed on 13 Apr 2020  
Meetings attended: 4



**Mr Hui Choon Kit**  
Adviser  
Fraser and Neave, Limited  
Appointed on 1 Apr 2025  
Meetings attended: 1

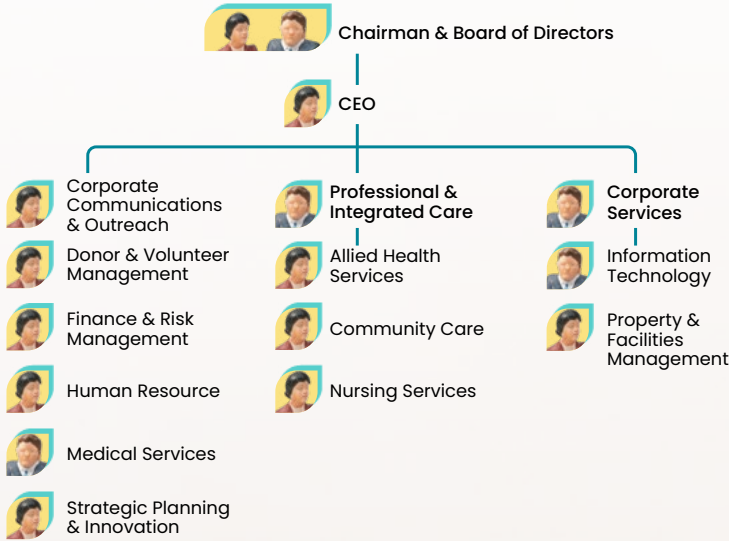


**Mr Jerry Koh**  
Managing Partner  
Allen & Gledhill LLP  
Appointed on 1 Apr 2017  
Meetings attended: 2



**Mr Benjamin Lee**  
Managing Director  
Providentia Wealth Advisory Ltd  
Appointed on 1 Apr 2017  
Meetings attended: 4

Organisation Chart



**Yen Tan**  
Chief Executive Officer  
**Chia Miang Yeow**  
Group Director, Professional & Integrated Care and Corporate Services  
**Assoc Prof Jason Choo**  
Medical Director, Medical Services  
**Pauline Tan**  
Chief Nurse, Nursing Services  
**Choo Thong Tiong**  
Head, Information Technology  
**Jane Guo**  
Head, Donor & Volunteer Management  
**Jacqueline Hoo**  
Head, Finance & Risk Management  
**June Lim**  
Head, Property & Facilities Management  
**Ayesha Nachiar**  
Head, Human Resource  
**Adeline Sim**  
Acting Head, Community Care  
**Yan Sui Wah**  
Head, Allied Health Services  
**Yap Chai Kian**  
Head, Corporate Communications & Outreach  
**Zarina Binte Yusof**  
Head, Strategic Planning & Innovation



**Mr Ng Boon Yew, BBM, BBM(L)**  
Executive Chairman  
Raffles Campus Group  
Appointed on 1 Jul 2017  
Meetings attended: 4



**Mr Alvin Ong**  
CIO Advisor  
Singapore University of Social Sciences  
Appointed on 1 Feb 2021  
Meetings attended: 3



**Ms Tammie Tham**  
Advisor  
Simplifynext  
Appointed on 15 Jun 2025  
Meetings attended: N.A.



**Ms Wong Su-Yen**  
Founder and  
Chief Executive Officer  
Bronze Phoenix Pte Ltd  
Appointed on 1 Jan 2018  
Meetings attended: 3



**Ms Shirley Wong Swee Ping**  
Managing Partner  
TNF Ventures Pte Ltd  
Appointed on 1 Nov 2016  
Meetings attended: 4



**Prof Yaacob Bin Ibrahim**  
Advisor, Office of the President and  
Director, Community Leadership and  
Social Innovation Centre (CLASIC)  
Singapore Institute of Technology  
Appointed on 1 Feb 2021  
Meetings attended: 2



## 7 Committees to Cover Key Areas of Management

NKF has 7 committees to assist the Board in covering key areas of management and improving our oversight of management and accountability to stakeholders. All committees have written terms of reference, which are approved by the Board. Minutes of committee meetings are provided to the Board.

### Audit & Risk Committee

The Audit & Risk Committee (ARC) assists the Board by regularly reviewing key policies and procedures to ensure they continue to support the Foundation’s objectives through appropriate implementation of internal controls to manage and monitor the Foundation’s funds and resources. This is to uphold the integrity of the financial statements. The ARC also regularly identifies and reviews the key risks that the Foundation is exposed to and evaluates the mitigating processes to manage these risks. This involves establishing a robust risk management system covering strategic, operational, financial, compliance and reputational risks. This system is guided by the principles of transparency, accountability and continuous improvement, and includes adherence to an ethical code of conduct, oversight of the whistleblowing policy and the promotion of a well-managed environment within the Foundation. ARC evaluates the performance of internal and external auditors to ensure the delivery of effective, efficient, transparent, reliable, trustworthy, accountable and cost-effective audit services.

**Chairman**

Prof Ho Yew Kee

**Members**

Dr Daniel Chia (till 14 Dec 2024)  
Mr Philip Chong  
Mr Gregory Lui (from 1 Mar 2025)  
Mr Gregory Tan  
Ms Tan Peck Joo

**Committee meetings held**

2024: 19 July, 19 September  
2025: 6 February, 14 April

### Finance Committee

The Finance Committee provides guidance and oversight to NKF financial matters. The Committee reviews the financial performance of the Foundation and reports to the Board every quarter. Annually, it reviews and approves the annual budgetary process and recommends the operating and capital expenditure budget to the Board. All extra-budgetary expenditures beyond the delegated management authority are monitored and approved by the Committee. However, extra-budgetary expenditures that exceed the Finance Committee’s delegated authority will be recommended to the Board for approval. Accounting, financial policies and procedures, delegation of approving management authority are reviewed and approved by this Committee. The Committee also oversees the Tender Committee.

**Chairman**

Mr Ang Hao Yao, CFA

**Members**

Mr Hui Choon Kit (till 30 Apr 2025)  
Mr Koh Poh Guan  
Mr Marc Lo  
Assoc Prof Susan See Tho  
Mr Stanley Sia

**Committee meetings held**

2024: 14 August  
2025: 12 February, 14 May

### Fundraising Committee

The Fundraising Committee reviews and ensures that NKF has the appropriate policies and procedures to comply with the Charity Council’s Code of Governance in respect of fundraising practices; strategises and spearheads all fundraising programmes and activities on a yearly basis; and helps raise awareness and garner support for financial and other assistance needed by the Foundation.

**Chairman**

Ms Choo Oi Yee

**Members**

Ms Jennifer Bay  
Mr Chris Chiu  
Mr Wong Joo Seng

**Committee meetings held**

2024: 15 July, 19 November  
2025: 2 April

### Human Resource Committee

The Human Resource Committee reviews and advises NKF on HR strategies, policies and key HR programmes supporting NKF’s strategic thrusts and priorities.

**Chairman**

Mr Jerry Koh

**Members**

Mr Don Leow  
Mr Henry Liew  
Mr Tan Kim Kwang  
Ms Zarina Piperdi

**Committee meetings held**

2024: 29 October  
2025: 27 February, 8 May





Investment Committee

The Investment Committee provides guidance and advisory on NKF investments on behalf of the Board. The Investment Committee reviews and recommends, for approval by the Board, (a) the investment policy to meet with the investment objectives of NKF; and (b) suitably qualified external fund managers (FMs) to implement the approved investment policy. Where external FMs are appointed, the Committee monitors, assesses and reports periodically to the Board the performance of the appointed external FMs, diversity and risks of NKF investment portfolio and advises on matters relating to investment administration.

Nomination Committee

The Nomination Committee reviews the size, structure and composition of the Board and Board committees, succession plans for the Board, Board Committees and that of the CEO, as well as the competencies, independence and time commitment of directors. It also initiates the search for new directors and recommends new directors and existing directors for reappointment to the Board, as well as reviews the proposed appointment of committee members. It also reviews the process and tools for evaluating Board, Committee and individual director performance. The Committee’s recommendations are subject to Board approval, and the appointment of members to the Nomination Committee and its terms of reference are approved by the Board.

Technology Committee

The Technology Committee provides expertise and advice on the strategic adoption of technology and major technology-related projects as enablers of the Foundation’s purpose; reviews the annual IT budget and to ensure budget compliance; and provides oversight for the identification and management of IT risks, including cybersecurity risks.

Chairman

Mr Ng Boon Yew, BBM, BBM(L)

Members

Ms Laura Kho  
Ms Sweeney Lachman  
Mr William Mak  
Mr Ng Kuan Luen

Committee meetings held

2024: 31 July, 30 October  
2025: 5 February, 28 April

Chairman

Assoc Prof Mak Yuen Teen

Members

Mr Ang Hao Yao (from 1 Jan 2025)  
Mr Arthur Lang  
Ms Wong Su-Yen (till 14 Jan 2025)

Committee meetings held

2025: 30 June

Chairman

Mr Alvin Ong

Members

Mr Chai Chin Loon  
Assoc Prof Terence Tang  
Mr Christopher Yeo

Committee meetings held

2024: 5 September  
2025: 24 March, 18 June

Reserve Policy

NKF’s reserve policy aims to ensure that it maintains strong and healthy fund ratios to support its ongoing operations and strategic initiatives. The policy applies to the general funds that are freely available for operating purposes in order to ensure long term sustainability and excludes endowment, restricted and designated funds.

The target level of reserves is set at least 5 years equivalent of net annual operating expenditure. NKF regularly reviews and manages its reserves to ensure optimal fund structure, taking into consideration its future fund requirements, fund efficiency, projected income and operating cash flow.

Our current year reserves of \$437 million are adequate to fund 2.0 years of projected annual operating expenditure, same as last year. Annual operating expenditure, for the purpose of the Statement of Reserves, represents the total gross annual expenditure of the Foundation adjusted for inflation and projected capacity increases.

Based on the net annual operating expenditure which takes into consideration projected income from dialysis treatment, NKF’s reserve coverage at 5.8 years was 0.2 years lower than last year and above the Board’s target of 5 years.

Reserves policy statement

in S\$'000	Current year (as at 30 Jun 2025)	Previous year (as at 30 Jun 2024)	Change
General fund (Reserves)*	437,215	413,801	6%
Restricted & designated funds	25,730	28,837	-11%
Total funds	462,945	442,638	5%
No. of years reserves coverage of annual operating expenditure	2.0	2.0	0
No. of years reserves coverage of net annual operating expenditure	5.8	6.0	-0.2

\*Restated to include deferred income to fund future expenditures.





# Financial Statements

## Overview of financial results for the year ended 30 June 2025

	FY 2024/25 S\$'000	FY 2023/24 S\$'000	Change S\$'000
Charitable activities			
Income related to dialysis (Net of patients' subsidies of \$11.6 million for FY 24/25 and \$11.7 million for FY 23/24)	65,146	59,628	5,518
Expenses related to dialysis	(177,989)	(167,458)	(10,531)
<b>Deficit from dialysis</b>	<b>(112,843)</b>	<b>(107,830)</b>	<b>(5,013)</b>
MOH subvention	86,528	68,577	17,951
less expenses related to Education & Prevention	(1,539)	(1,684)	145
<b>Deficit from charitable activities</b>	<b>(27,854)</b>	<b>(40,937)</b>	<b>13,083</b>
This is funded by:			
Donations – LifeDrops	12,487	12,685	(198)
Donations – others	15,511	13,999	1,512
Fundraising expenses	(2,669)	(2,385)	(284)
<b>Total donations</b>	<b>25,329</b>	<b>24,299</b>	<b>1,030</b>
<b>Deficit from operations after donations</b>	<b>(2,525)</b>	<b>(16,638)</b>	<b>14,113</b>
Government grants	16,646	26,575	(9,929)
Rental income	1,256	1,267	(11)
Sundry income	48	10	38
Administrative expenses	(17,734)	(16,518)	(1,216)
<b>Total deficit from operations</b>	<b>(2,309)</b>	<b>(5,304)</b>	<b>2,995</b>
Development and research cost	(2,320)	(3)	(2,317)
Investment & interest income (Net of fees)	21,023	22,734	(1,711)
<b>Total surplus for financial year</b>	<b>16,394</b>	<b>17,427</b>	<b>(1,033)</b>

The full set of audited financial statements is available at [www.nkfs.org](http://www.nkfs.org) to save on printing costs as well as care for the environment.

1. Despite escalating operating costs, we ended FY2024/25 with an operating deficit of \$2.3 million. This was primarily due to the increase of \$10.5 million in dialysis-related expenses. However, enhancements in MOH subvention, MediShield Life and the generosity of our donors helped mitigate these costs.
2. As of 30 June 2025, we served 6,085 patients and beneficiaries, including 5,399 patients on our haemodialysis programme, which is a 6% increase compared to last year.
3. In line with our vision to go beyond dialysis treatment, NKF partnered with public health institutions and community partners to promote kidney health screening and fund renal research projects. For example, we collaborated with SGH to fund renal research projects and worked with general practitioners to promote kidney health screening. Our goal is to bend the curve of chronic kidney disease in Singapore through early detection and holistic, high-quality treatment.
4. Our prudent investment approach, coupled with favourable market conditions, yielded a net investment return of \$21.0 million for FY 2024/25, outperforming our capital-preservation target.
5. This resulted in a total surplus of \$16.4 million, enabling NKF to sustain our commitment to providing affordable, high-quality and patient-centred care, while continuing to pursue long-term preventive efforts for a healthier future.

<b>Annual expenditure</b>	<b>\$202.8 million</b>	
Dialysis & Research	\$180.3 million	89%
Administrative	\$17.7 million	9%
Fundraising	\$2.7 million	1%
Education & Prevention	\$1.5 million	1%
Investment fees	\$0.6 million	0%

<b>Annual income</b>	<b>\$219.2 million</b>	
MOH subvention	\$86.5 million	39%
Dialysis income (insurance claims & fee collection)	\$65.1 million	30%
Donation/sponsorship	\$28.0 million	13%
Investment & interest income	\$21.6 million	10%
Government grants	\$16.7 million	8%
Rental & sundry income	\$1.3 million	0%





# Our Compassionate Donors

Our heartfelt gratitude goes out to all our donors. Your steadfast support, immense compassion and extraordinary generosity empower our patients’ journeys, bringing them hope and strength. A special tribute is extended to the benefactors who have kindly agreed to have their names listed below. Your exceptional contributions from 1 July 2024 to 30 June 2025 have made a profound impact, offering renewed hope and transforming lives.

### Individuals

Allimuthu Kalaivani	Mansor Mazli	Tan Kok Hwee Michael
Ang Zhi Hao	Melissa Lin	Tan Koon Lai
Arthur Lang	Mohamed Shameem	Tan Se Hok
Castillo Anita (Mrs)	Mohammad Sufian	Tan Siew Teck Lawrence
Cheow Gim Seng	Na Boon Chong	Tan Yong Chiang Joe
Chew Mun Yew	Navaneethakumar Balasubramaniam	Teh Hui Ean (Dr)
Choo Leh Yeng Juliet	Neo Gim Siong Bennett	Teo Peh Yen
Choo Oi Yee	Ng Kun Seng	Teo Siew Lian
Gan Kian Yong Hubert	Nyan Yew Loong	Teo Tak Sin- Dax
Gan Thong Hoe	Ong Ching Khiam	The Late Mr Tye Ah Tee
Goh Joo Ee	Ong Hian Seng Jerry	The Late Ms Eileen Lor Leng Yuen
Goh Siow Tai Alex	Parthasarathy Subramanian	The Late Ms Lee Gek Boey
Goyal Sharad	Phyllis Poh	The Late Venerable Sek Weng Kong
Gurusamy Pandikrishnan	Phyo Wai	Thilaka D/O Thirugnanam
Han Chen Kong Jeffrey	Quek Gim Pew	Toh Joo Huat
Huang Linrong (Mrs)	Raju Chalil	Valerie Rigor Collado
Jae Choi	Richard Koh Kian Hong BBM	Wang Xiqun
Jia Han	S Selvarani	Wayne Goh
Joo Boon Liang Andrew	Sarah Wong Sau Yee	William Lim
Joyita Poddar	Shantanu Mukerji	Woo Chee Seng Raymond
Kang Choon Seng	Sim Soo Yong	Ye Shu
Khoo Yew Chuan Benjamin	Sim Willing	Yen Tan
Kok Pei Foong	Sng Peng Koon	Yeo Hwee Joo (Dr)
Lau Lai Lai	Sreekumar Pisharath (Dr)	
Li Yu	Surapureddy Venkata Krishnajanaki Ramayya	
Lim Lam Seng	Tan Chok Oh	
Lim Ting Feng Rick	Tan Chor Kiat	
Lin Mengxuan	Tan Hwei Hian Christina	
Low Yan Khin	Tan Kim Biau	



Keppel is pleased to collaborate with NKF to enhance dialysis access and raise awareness of kidney health. Our support for the revamped Kidney Discovery Centre reflects our commitment to positively impact our communities by driving education and preventive efforts to combat kidney disease.

Mr Loh Chin Hua, CEO of Keppel Ltd



### Organisations

Ace Oil Pte Ltd	Kuan Im Tng Temple (Joo Chiat)	Tampines Chinese Temple
AMT Pte. Ltd.	Kwan Im Thong Hood Cho Temple	TD Family Foundation
Bee Choo Origin	Lew Foundation	Teck Chiang Realty Private Limited
BeerCo Limited	Lien Foundation	THE HOUR GLASS LIMITED
Brand Cellar Pte Ltd	Lion King Technology Pte Ltd	TL Whang Foundation
Bravo Lifestyle Pte Ltd	Lorong Koo Chye Sheng Hong Temple Association	Toa Payoh Seu Teck Sean Tong
Christopher Heng Tiaw Boon Memorial Fund	Loyang Tua Pek Kong	Tote Board
Clarins Pte Ltd	Masjid Al-Iman	Transcend Solutions Pte Ltd
DBS Foundation	Pei Hwa Foundation	Viriya Community Services
DFI Retail Group	President’s Challenge	VNJ Logistics Pte Ltd
Eng Kian Fund	Profindo Pte. Ltd.	W Singapore – Sentosa Cove
F&N Foods Pte Ltd	S C Wong Foundation Trust	Wisely Goba! Solutions Pte Ltd
Fuan Temple	Sagaramudra Buddhist Society	
Goh Yah Heng Wendy Caring Fund	Sakyadhita	
Guan Choon Foundation	San Qing Gong Management Pte Ltd	
Hoe Kee Hardware Pte Ltd	Schroder Investment Management (Singapore) Ltd	
Hong Leong Foundation	Sheng Hong Temple (Yang Tao Yuan)	
Jacob General Contractors Pte Ltd	Singapore Buddhist Welfare Services	
Keppel Ltd	Singapore Buddhist Youth Mission	
Koh Kock Leong Enterprise Pte Ltd	Singapore Pools (Private) Limited	
	SUTL Global Pte Ltd	



# Our Volunteer Heroes

With deepest appreciation, we honour our dedicated volunteers and partners who generously gave their time and hearts from 1 July 2024 to 30 June 2025. Your unwavering commitment, tireless efforts and selfless spirit have uplifted our patients on their rehabilitation journeys and advanced kidney health within our community. You inspire hope, create change and bring strength to those we serve.



## Organisations/Religious Groups/Educational Institutions

Admiralty Secondary School	Gospel Baptist Church	Nanyang Girls' High School
Advanced MedTech Holdings Pte Ltd	Great Eastern Singapore	Nanyang Polytechnic
Ahmad Ibrahim Secondary School	Happy Voices	Nanyang Polytechnic, LEO Club
Anderson Serangoon Junior College (2024), Touch Rugby	Holy Innocents' High School	National Junior College, FromTheNephron
Anglo-Chinese School (Independent), Project Paddington	Hong Leong Foundation	National University of Singapore Life Sciences Society, Project DNA
Auditor-General's Office	HP Inc.	National University of Singapore, Raffles Hall
Balloon Sculpting Interest Group	Hwa Chong Institution	New Town Secondary School
Bedok Methodist Church	Hwa Chong Institution, First Aid	Ngee Ann Polytechnic
Celanese Singapore Pte Ltd	Hwa Chong Institution, Interact Club	Ngee Ann Polytechnic, School of Life Sciences & Chemical Technology, CSIG
CHIJ St Nicholas Girls' School, Project Jinzo	Hwa Chong Institution, Project Bean Heroes	NielseniQ
City Energy Pte. Ltd. (as Trustee of City Energy Trust)	Hwa Chong Institution, Project Evexia	NTU Welfare Services Club Regular Service Project Elders
Clarivate Analytics Singapore Pte Ltd	Hwa Chong Institution, Project Kiganai	NUS High School of Mathematics and Science
Cognizant	IMDA - SG Digital Office	Nutanix Singapore Pte. Ltd.
Commonwealth Secondary School, Urban Percussion CCA	Innovative Pest Pte. Ltd.	PAXXUS Pte Ltd
Conrad Singapore Marina Bay	Inter Island Group of Companies	PCF Sparkletots Preschool @ Tampines North Blk 483
Dads The One	ITE College East, Rotaract Club	Probation, Reintegration and Gambling Safeguards (PRGS), Ministry of Social and Family Development
Dance Thrilogy Singapore	ITE College West, School of Hospitality	Project Nephroever
DBS Bank	Jurong Pioneer Junior College	Project Protego
Deloitte Singapore	Kantar Singapore Pte. Ltd.	Punggol Secondary School
Divineway Metaphysics Association of Singapore	Keppel Ltd	Raffles Girls' School
Dot Connections Growth Centre	Knots With Love FHG	Raffles Girls' School, Project BeRenal
DSOD Interior Pte Ltd	KPMG in Singapore	Raffles Institution
Dunearn Secondary School	Lions Befrienders Active Ageing Centre @ Tampines 434	Raffles Institution (College), Project Vita
Faxolif Industries Pte Ltd	Lonza Biologics Tuas Pte Ltd	Raffles Institution (Y1-4), VIA@Raffles
First Ambulance and Healthcare Pte Ltd	Luminary Service Pte. Ltd.	Republic Polytechnic, Magic Interest Group
Foo Hai Buddhist Cultural And Welfare Association	Madrasah Aljunied Al-Islamiah	Republic Polytechnic, Pharmaceutica Interest Group
Fulfilling Hope; Realising Dreams	Mastercard	
	McLink Asia Pte Ltd	
	Musical Touch Pte Ltd	
	Nan Hua High School	

River Valley High School	Tampines Meridian Junior College Interact Club
River Valley High School, Class 24J14	Tampines Meridian Junior College Medical Society
River Valley High School, Class 24J20	Tanglin Trust School
River Valley Junior College Students' Council	Tanjong Katong Girls' School
Riverside Secondary School, National Civil Defence Cadet Corps (NCDCC)	Temasek Junior College, Modern Dance Club
S&P Global Foundation	Temasek Polytechnic, Medical Biotechnology Interest Group
School of the Arts, Singapore (SOTA)	The 2nd As Family Band
SG Cares Youth Corps Development Team operated by Care Corner Singapore	The TENG Company (TENG Gives Back)
Singapore Airlines Limited	UBS AG
Singapore American School, Healthcare Helpers	Vibrant Group Limited
Singapore Chefs' Association	Victoria Junior College, Cute Socks
Singapore Examinations and Assessment Board	Victoria Junior College, Medical Society
Singapore Medical Society of Australia and New Zealand	Westwood Secondary School
Singapore Polytechnic Welfare Services Club	Winn Yeo Dance Group
Singapore Pools (Private) Limited	Woh Hup (Private) Limited
Singapore University of Social Sciences	World Chefs Without Borders
SIT Magical Hearts	Yishun Innova Junior College Student Volunteers
Society of Sheng Hong Welfare Services, Active Ageing Centre (Care) @ Sennett	You(th) Can Do It!
Sony Pictures Releasing Singapore Pte Ltd	YouthMadeMoments
	Zhenghua Primary School
	Zhonghua Secondary School

## 5 Years Individual Long Service

Janet Liao Su Shyan  
Leong Choong Pak  
Ng Yun Ting  
Prem Kiran Hema Padma

## 10 Years Individual Long Service

Ho Lay Khim  
Khamsiah Yusoff  
Loh Teck Meng  
Soh Hee Yeow  
Yeo Mui Teck

## 15 Years Individual Long Service

Ang Poh Suan  
Dr Neo Teck Koon Simon  
Hoon Siew Jee



# Our Dialysis Centres Islandwide for Convenience and Easy Access

We are deeply grateful to our dedicated sponsors, whose support and generosity have made it possible to establish dialysis centres across Singapore. These centres bring essential treatment and care closer to kidney failure patients in the heartlands, ensuring greater accessibility and convenience.

## North

### 204 Marsiling

Jo & Gerry Essery – NKF Dialysis Centre  
Blk 204, Marsiling Drive, #01-188  
Singapore 730204

### 365 Woodlands

NKF Dialysis Centre Supported by  
The Singapore Contractors  
Association Ltd (SCAL)  
Blk 365, Woodlands Avenue 5, #01-490  
Singapore 730365

### 761 Woodlands

The Hour Glass – NKF Dialysis Centre  
(Admiralty Branch)  
Blk 761, Woodlands Avenue 6, #01-108  
Singapore 730761

### 825 Woodlands

Thong Teck Sian Tong Lian Sin Sia –  
NKF Dialysis Centre  
Blk 825, Woodlands Street 81, #01-30  
Singapore 730825

### 203 Yishun

Toa Payoh Seu Teck Sean Tong –  
NKF Dialysis Centre  
Blk 203, Yishun Street 21, #01-239  
Singapore 760203

### 639 Yishun

NKF Dialysis Centre Supported by  
Le Champ (S.E.A.) Pte Ltd  
Blk 639, Yishun Street 61, #01-168  
Singapore 760639

### 840 Yishun

NKF Dialysis Centre Supported by  
The Singapore Contractors  
Association Ltd (SCAL)  
Blk 840, Yishun Street 81, #01-382  
Singapore 760840

### Yishun Community Hospital

NKF Dialysis Centre Supported by Keppel  
2 Yishun Central 2, #03-01  
Yishun Community Hospital  
Singapore 768024

## North-East

### 565 Ang Mo Kio

Pei Hwa Foundation – NKF Dialysis Centre  
Blk 565, Ang Mo Kio Avenue 3, #01-3401  
Singapore 560565

### 633 Ang Mo Kio

NKF Dialysis Centre  
Blk 633, Ang Mo Kio Avenue 6, #01-5155  
Singapore 560633

### 114 Hougang

NKF Dialysis Centre Supported by  
Singapore Buddhist Welfare Services  
Blk 114, Hougang Avenue 1, #01-1298  
Singapore 530114

### 628 Hougang

NKF Hougang – Punggol Dialysis Centre  
Blk 628, Hougang Avenue 8, #01-108  
Singapore 530628

### Punggol Oasis Terraces

NKF Dialysis Centre Supported by  
Ngiam Kia Hum & Family  
Blk 681, Punggol Drive, #02-02  
Singapore 820681

### 201 Serangoon

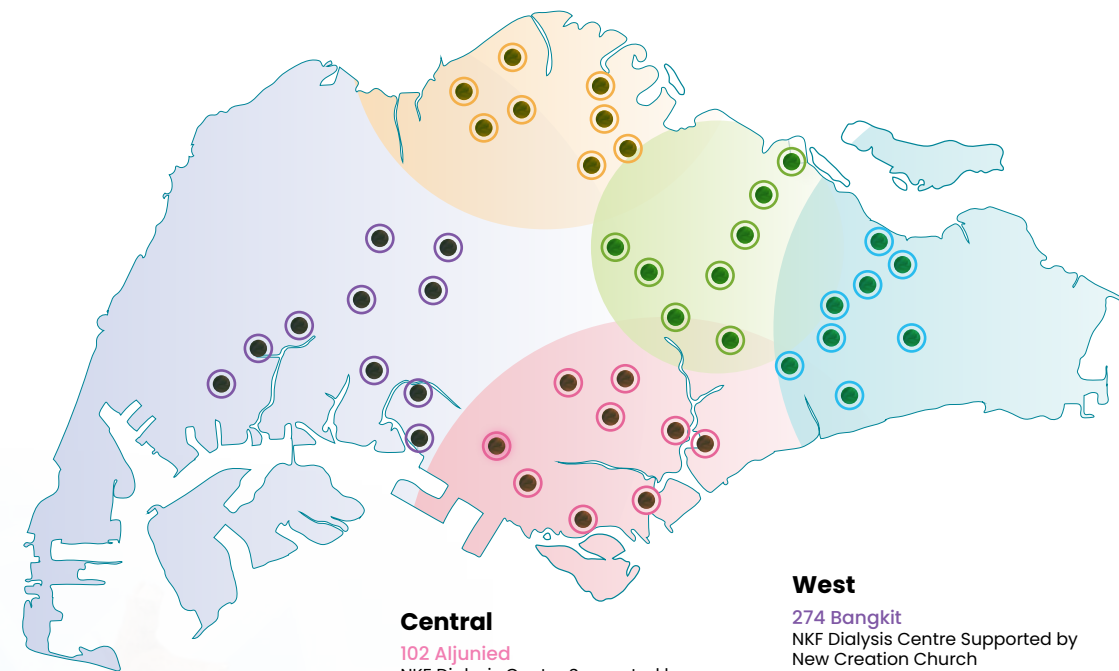
NKF Dialysis Centre Supported by  
Insurance and Financial Practitioners  
Association of Singapore  
Blk 201, Serangoon Central, #01-30  
Singapore 550201

### Sengkang Community Hospital

NKF Dialysis Centre Supported by  
San Wang Wu Ti Religious Society  
1 Anchorvale Street, #01-26  
Sengkang Community Hospital  
Singapore 544835

### 1 Punggol Drive

NKF Dialysis Centre Supported by  
Kwan Im Thong Hood Cho Temple  
1 Punggol Drive, #04-08  
Singapore 828629



## East

### 105 Bedok

NKF Dialysis Centre Supported by  
Man Fatt Lam Buddhist Temple  
Blk 105, Bedok North Avenue 4, #01-2168  
Singapore 460105

### 27 New Upper Changi

NKF Dialysis Centre Supported by  
San Wang Wu Ti Religious Society  
Blk 27, New Upper Changi Road, #01-694  
Singapore 462027

### 180 Pasir Ris

Tampines Chinese Temple –  
NKF Dialysis Centre  
Blk 180, Pasir Ris Street 11, #01-06  
Singapore 510180

### 427 Pasir Ris

NKF Dialysis Centre Supported by  
TL Whang Foundation  
Blk 427, Pasir Ris Drive 6, #01-35/43  
Singapore 510427

### 101 Simei

NKF Dialysis Centre Supported by  
Kwan Im Thong Hood Cho Temple  
Blk 101, Simei Street 1, #01-892  
Singapore 520101

### 271 Tampines

NKF Dialysis Centre Supported by  
Wong Sui Ha Edna  
Blk 271, Tampines Street 21, #01-99  
Singapore 520271

### 935 Tampines

National Trades Union Congress/  
Singapore Pools – NKF Dialysis Centre  
Blk 935, Tampines Street 91, #01-333  
Singapore 520935

### 311 Ubi

Foo Hai – NKF Dialysis Centre  
Blk 311, Ubi Avenue 1, #01-383  
Singapore 400311

## Central

### 102 Aljunied

NKF Dialysis Centre Supported by  
Hong Leong Foundation  
Blk 102, Aljunied Crescent, #01-265  
Singapore 380102

### 43 Bendemeer

NKF Dialysis Centre Supported by  
Kwan Im Thong Hood Cho Temple  
Blk 43, Bendemeer Road, #01-1018  
Singapore 330043

### 128 Bukit Merah

NKF Dialysis Centre Supported by  
The Singapore Buddhist Lodge  
Blk 128, Bukit Merah View, #01-22  
Singapore 150128

### 1 Ghim Moh

Woh Hup – NKF Dialysis Centre  
Blk 1, Ghim Moh Road #01-358  
Singapore 270001

### NKF Centre

NKF Dialysis Centre Supported by  
Tay Choon Hye  
81 Kim Keat Road  
Singapore 328836

### 55 Strathmore

NKF Dialysis Centre Supported by  
San Wang Wu Ti Religious Society  
Blk 55, Strathmore Avenue, #01-145  
Singapore 140055

### 225 Toa Payoh

NKF Dialysis Centre Supported by  
Toa Payoh Seu Teck Sean Tong  
Blk 225, Toa Payoh Lorong 8, #01-54  
Singapore 310225

### Toa Payoh West CC

Seck Hong Choon – NKF Dialysis Centre  
200 Toa Payoh Lorong 2, #03-01  
Singapore 319642

### 19 Upper Boon Keng

NKF Dialysis Centre Supported by  
Sakyadhita  
Blk 19, Upper Boon Keng Road, #01-1220  
Singapore 380019

## West

### 274 Bangkit

NKF Dialysis Centre Supported by  
New Creation Church  
Blk 274, Bangkit Road, #01-54  
Singapore 670274

### 275 Bangkit

NKF Dialysis Centre Supported by  
Le Champ (S.E.A.) Pte Ltd  
Blk 275, Bangkit Road, #01-96  
Singapore 670275

### 113A Bukit Batok

NKF Dialysis Centre Supported by  
Singapore Buddhist Youth Mission  
Blk 113A, Bukit Batok West Avenue 6, #01-01  
Singapore 651113

### 326 Clementi

Lew Foundation – NKF Dialysis Centre  
Blk 326, Clementi Avenue 5, #01-175  
Singapore 120326

### IRC Level 1 & 2

NKF Integrated Renal Centre  
Supported by  
The Sirivadhanabhakdi Foundation  
500 Corporation Road, Level 1 & 2  
Singapore 649808

### 240C Jurong East

NKF Dialysis Centre Supported by  
Yuhua Grassroots Organisations  
Blk 240C, Jurong East Avenue 1, #01-01  
Singapore 603240

### 744 Jurong West

Sheng Hong Temple – NKF Dialysis Centre  
Blk 744, Jurong West Street 73, #01-19  
Singapore 640744

### 940 Jurong West

NKF Dialysis Centre Supported by  
The Sirivadhanabhakdi Foundation  
Blk 940, Jurong West Street 91, #01-441  
Singapore 640940

### 113 Teck Whye

Leong Hwa Chan Si Temple –  
NKF Dialysis Centre  
Blk 113, Teck Whye Lane, #01-666  
Singapore 680113

### 701 West Coast

The Hour Glass – NKF Dialysis Centre  
(West Coast Branch)  
Blk 701, West Coast Road, #01-323  
Singapore 120701



**The National Kidney Foundation**

81 Kim Keat Road, Singapore 328836

T • 1800-KIDNEYS (5436397) E • [contact\\_us@nkfs.org](mailto:contact_us@nkfs.org) W • [www.nkfs.org](http://www.nkfs.org)

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NKF Singapore

