

Caring for Every Generation,
Inspiring Bright Futures



2025

Annual Report FY2025

Buddhist Compassion Relief
Tzu-Chi Foundation (Singapore)

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CORPORATE INFORMATION

The Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) is a society registered under the Societies Act 1966 on 20 September 1993. As a charity registered under the Charities Act 1994 and accorded the Institution of a Public Character (IPC) status, valid until 30 November 2027, we are also a full member of the National Council of Social Service (NCSS).

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GOVERNING INSTRUMENT

Constitution

SECTOR ADMINISTRATOR

Ministry of Social and Family Development (MSF)

BANKERS

- Bank of Singapore Limited
- Maybank Singapore Limited
- United Overseas Bank Limited
- Oversea-Chinese Banking Corporation Limited

AUDITOR

RSM SG Assurance LLP (Public Accountants and Chartered Accountants Singapore)

LEGAL COUNSEL & INVESTMENT ADVISER

None

TZU-CHI FOUNDATION (SINGAPORE)

ABOUT US

JING SI HALL





OUR FOUNDER:
*DHARMA MASTER
SHIH CHENG YEN*

Dharma Master Shih Cheng Yen was born in 1937 in a small town in central Taiwan, and she was adopted by her uncle and aunt when she was a toddler. At the age of seven, she experienced the air raids that the Second World War brought upon the then Japanese-occupied Taiwan, and the cruelties of war were deeply engraved on her young mind. Throughout her growing years, she had many questions about life and its purpose.

An event that happened when Master Cheng Yen was 21 years old changed the course of her life forever. One day, her father suddenly took ill and passed away the next day. The shock and trauma of her beloved father's death marked a turning point in her life. She began to search for the truths behind life and death, and often visited a Buddhist temple in her hometown to study Buddhist sutras to seek the answers to her questions.

Inspired and moved by the insights of Buddhism, Master Cheng Yen came to the realization that she can only find true happiness in life when she

expands her love for her family to all sentient beings. She felt strongly that instead of merely caring for her one and small family, she should work for the good of all people.

Master Cheng Yen left her relatively comfortable home to begin a journey of greater purpose — to pursue a monastic life when she was 24. In 1962, she arrived in Hualien, an impoverished town on the east coast of Taiwan, and took residence in Pu Ming Temple, living a spartan life as she devoted herself to the study of Buddhism. Demonstrating her resolve to become a Buddhist monastic, she self-initiated the ritual of head shaving in autumn that year.

In February 1963, Master Cheng Yen travelled to Taipei to attend an initiation ceremony for those entering Buddhist monastic life, only to be told that she could not be ordained as she did not have a refuge master. Then, by chance, she met Venerable Master Shih Yin Shun, an acclaimed scholar and intellectual of Buddhism, and took refuge under him. The Venerable gave her the Dharma name,

Cheng Yen, and said to her: “Now that you have embarked on Buddhist monasticism, you must always remember to work for the good of Buddhism and all living beings.”

Always work for the good of Buddhism and all living beings is the aspiration set by Master Cheng Yen, and she has not deviated from it for decades. Now in her 80s, she is still very concerned about what is happening around the globe. Master Cheng Yen believes that “wherever a disaster strikes, there is a need for bodhisattvas to emerge”.

Hence, her eagerness lies in guiding Tzu Chi volunteers worldwide to unite their strengths and provide assistance to others, akin to a gathering of fireflies illuminating a single location. When the sky is filled with these radiant creatures, they serve as beacons, leading people in the right direction and bringing solace to a troubled world.

Tzu Chi began its philanthropic work more than 50 years ago, with 30 housewives saving NT50

cents daily. Originating in Taiwan, Tzu Chi volunteers can now be found in 68 countries and territories around the world. Whenever a disaster strikes in a neighbouring country, the volunteers are promptly mobilised, sourcing local materials and food to provide aid and support to those affected. With the spirit of “accumulating a small amount of money to do great deeds”, our impactful charitable works have a global reach across 139 countries and territories.

Master Cheng Yen shares that in these times, there is a need for everyone to cultivate confidence and the willingness to do good. Giving never diminishes oneself. Within each person lies an inexhaustible wellspring of goodness that nourishes all life on earth. Everyone has a role to play in spreading Great Love. The more blessings we offer to the world, the more we receive in return.

THE FOUNDING OF TZU CHI

In 1966, Master Cheng Yen saw the possibility to carry out her calling when she decided to set up a charity (which later became the Buddhist Tzu Chi Charity Foundation) in Hualien, to help the poor and suffering. At the time, Hualien, on the east coast of Taiwan, was underdeveloped and impoverished.

Master Cheng Yen established the rules for daily living in her monastic community at the Jing Si Abode, and one of them was to be self-reliant and self-sufficient. Instead of receiving alms from laity, the monastic nuns earned a meagre living from doing various chores, such as farm work, knitting sweaters, making baby shoes, bags and other handicraft items for sale. Even till this day, this rule is strictly adhered to at the Abode.

In spite of living a simple and austere lifestyle, Master Cheng Yen and her disciples were determined to help the impoverished and destitute. To raise funds for the charity mission, she requested her 30 lay

followers (mostly housewives) to set aside NT50 cents from their daily grocery allowances and save it in a bamboo coin bank. One follower remarked that it would be easier to just donate NT\$15 every month. Master Cheng Yen, however, reminded that although the amount was the same, the meaning was very different. She hoped that everyone would cultivate a daily inclination to help others, rather than limiting it to just once a month. Soon, word spread from the marketplace to other areas of Hualien, prompting an increasing number of people to join the cause and make their contributions.

Gradually, committed volunteers joined the ranks of Tzu Chi commissioners, who would travel to villages to personally collect the savings in bamboo coin banks. On one occasion, a commissioner shared that the travelling cost to a donor's home exceeded the collected donation.

Master Cheng Yen, however, replied that giving people an opportunity to participate in a good cause was just as important as the donation itself. By collecting donations personally, the commissioners were in fact nurturing the seed of love in each donor. Inspiring love and kindness is the ultimate goal of Master Cheng Yen.

Master Cheng Yen firmly believes that everyone is capable of living our lives with the same great compassion as the Buddha. Compassion, however, is not just about having sympathy for the suffering of others; it is to reach out to relieve that suffering through action. In founding Tzu Chi, Master Cheng Yen wishes to give everyone the opportunity to live out this compassion, which will bring inner peace and happiness to our lives, and help pave the way for world peace and harmony.



VISION

Relieve the sufferings of those in need, and create a better world for humanity through our Four Missions of Charity, Medicine, Education, and Humanistic Culture.



MISSION

Purify hearts and minds, and bring about harmony in society and a world free of disasters.



VALUES

Cultivate sincerity, integrity, faith, and steadfastness within, and practise loving-kindness, compassion, joy, and equanimity.

ABOUT US

Tan Yong Kwang, Alex
President



PRESIDENT & CEO MESSAGE

As we reflect on 2025, we do so with deep gratitude — for the trust of the communities we serve, the unwavering dedication of our staff and volunteers, and the strong partnerships that continue to sustain and strengthen our charitable works. Guided by our mission to relieve suffering and foster compassion in society, the past year has been one of steady progress, meaningful impact, and quiet yet significant transformation.

In an increasingly complex and evolving social landscape, our commitment remains anchored in a simple yet enduring belief: that compassion, when translated into thoughtful and sustained action, can uplift lives, strengthen communities, and contribute to a more inclusive and caring society.

Delivering on this commitment at scale requires both collective effort and responsible stewardship of resources. In 2025, Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) ("Tzu-Chi Foundation (Singapore)", the "organisation") supported about 1,000 cases under our assistance schemes, served 40,000 patients and seniors, and reached 1,300 students, alongside the wider community through our four charitable missions. These charitable works required more than \$20 million in annual funding. During the year, we expended \$2.62 million on our Charity Mission, \$10.93 million on our Medicine Mission, \$5.80 million on our Education Mission, \$34,000 on our Humanistic Culture Mission and \$115,000 on our Environmental Sustainability efforts. These outlays reflect not only prudent financial stewardship, but also our commitment to ensuring that every dollar entrusted to us delivers meaningful impact.

Loh Swee Seh
Chief Executive Officer



Adapting to Emerging Social Needs

Singapore, like many societies around the world, continues to face evolving demographic, social, and environmental realities. An ageing population, rising mental health needs among youth, increasing caregiving pressures, and the growing urgency of environmental sustainability are reshaping how social services must be delivered.

In response, we have taken deliberate steps to strengthen preventive care, deepen community partnerships, nurture the next generation, and build organisational capabilities to better serve emerging needs.



Advancing Community Care and Preventive Health

In 2025, our Community Care services continued to evolve in alignment with national priorities of enabling seniors to age well within the community and strengthening support systems for vulnerable groups.

Our efforts have earned us several national awards, including the Trailblazer Award for our Active Ageing Community model and the Impactful Partnership Award for our multi-sector collaboration through programmes such as “Eat with Tzu Chi, Share with Neighbours,” which supported more than 900 beneficiaries, at the Kopi-aaC! 2026 ceremony held by Agency for Integrated Care (AIC). The conferment of the Healthcare Humanistic Award by the MOH Holdings for the second consecutive year further reflects our commitment to delivering care that is both effective and compassionate.

Beyond recognition, the year marked a shift towards more preventive, community-based, and person-centred care. Through our Active Ageing Centres and programmes, seniors were supported not only in managing health conditions, but also in

maintaining physical activity, social connection, and a sense of purpose.

We also strengthened integrated care through closer collaboration with healthcare institutions and research partners, enabling initiatives such as frailty prevention, health screening, and coordinated care models. These efforts reflect a broader move towards upstream intervention and holistic support.

Recognising caregivers as a critical yet often unseen pillar of the care ecosystem, we began strengthening support systems including respite, peer networks, and resource access. With support from the Income OrangeAid Accelerator Grant, we have launched “Project Humanistic Hands & Heart”, and are laying the foundation to reach approximately 3,000 caregivers in the coming years.

Innovation continues to play an important role. Rehabilitation technologies such as the BIXEPS machine, alongside data-informed initiatives like “Project APRIL”, have enhanced our ability to deliver more effective and responsive care.

ABOUT US



Advancing Humanistic Healthcare

Our Medicine Mission continued to deepen in 2025, with a focus on integrating professional excellence with humanistic care. During the year, we expanded Traditional Chinese Medicine (TCM) services into community settings, improving access to holistic healthcare. Through consultations, health education, and wellness activities, individuals were empowered with greater awareness of preventive health and self-care practices.

To further enhance patient-centred care, the organisation strengthened collaborations with healthcare institutions through two Memorandums of Understanding (MOUs). An agreement with Khoo Teck Puat Hospital and Yishun Community

Hospital enables Tzu Chi volunteers to provide companionship and emotional support to patients, with volunteers undergoing structured training by nursing educators in patient recovery.

In addition, an MOU with Changi General Hospital extends an ongoing collaboration in patient and care team support across hospital and community outreach settings, with volunteers also providing assistance during crises when needed. Collectively, these efforts reflect a growing emphasis on preventive health and holistic well-being, in alignment with national healthcare priorities.

Nurturing Future Generations through Education

Education remains a key pillar in shaping the future of society. In 2025, Tzu Chi Great Love Preschool strengthened its humanistic, child-centred approach to support holistic development.

A key milestone was our acceptance into the Partner Operator scheme from 2026 to 2030, affirming both the quality and accessibility of our preschool education. To support this next phase, a Company Limited by Guarantee will be incorporated in 2026 to strengthen governance and sustainability.

We remain committed to enhancing educational quality, with a stronger focus on teacher development and well-being. Through close partnerships with families and the community, we continue to nurture children who are not only school-ready, but life-ready.



Engaging and Empowering Youth

Young people today navigate an increasingly complex landscape. In 2025, the Tzu Chi Humanistic Youth Centre continued to provide spaces for reflection, growth, and meaningful engagement.

Programmes such as alt.Talks and ALT. FEST fostered dialogue, creativity, and self-discovery. The Tzu Chi International Youth Association (TIYA) Conference brought together nearly 200 youth delegates and ambassadors from 15 countries, enabling cross-cultural exchange and shared reflection on global challenges.

Through initiatives like the "Keen Hearts Internship Programme", young leaders gained direct exposure to community work, cultivating empathy, leadership, and civic responsibility.



Strengthening Volunteerism and Community Partnerships

Volunteers remain at the heart of our missions.

In 2025, volunteer engagement deepened through expanded collaborations with healthcare and community partners. Volunteers served across multiple institutions, supporting patients and residents through companionship and care.

We also strengthened volunteer training to better equip individuals with skills while deepening their connections to our values. Beyond service delivery, we continue to nurture a culture of volunteerism rooted in shared responsibility and compassion.



Strengthening Organisational Capabilities

Behind every programme is a system that enables it.

In 2025, we strengthened our organisational capabilities through enhancements in the human resources framework, talent development, and performance processes. These efforts support our ability to attract, retain, and develop people while remaining aligned with sector standards.

ABOUT US



Positioning for Sustainable Growth

As our organisation grows in scale and scope, we will transition from a registered society to a Company Limited by Guarantee in 2026.

This move strengthens governance, enhances risk management, and provides a more sustainable legal structure for long-term development. It also aligns with guidance from the Commissioner of Charities.

Looking Ahead to 2026

Looking ahead, our focus will be on strengthening capabilities, deepening impact, and enhancing how we serve. Key priorities include building a stronger learning culture, improving impact evaluation, documenting our sustainability journey, and enhancing operational effectiveness through continuous improvement, digitalisation and emerging technologies. Through these efforts, we aim to remain responsive, relevant, and grounded in our mission.

Moving Forward Together

Our strength lies in our people. It is through the collective commitment of staff, volunteers, partners, and supporters that compassion is translated into action. We extend our deepest appreciation to our donors, grantmakers, and partners. Your trust and generosity enable us to continue serving with purpose and impact.

With gratitude and humility, we will continue this journey together, contributing to a more caring, inclusive, and resilient society.

理事会主席 与执行长献词

回顾2025年，我们深怀感恩，来自社会大众的信任，来自职工与志工的奉献，以及合作伙伴的支持，让我们的慈善工作持续根深叶茂。秉持着慈悲济世的初心，我们稳健推动四大志业，形成社会上一股微小但不可忽视的善影响力。

面对越趋复杂的社会环境，我们始终相信，只要力行慈悲，便能凝聚善的力量，扶助有需要的群体，共同建设更友爱与包容的社会。

这份使命的实践，离不开众人的共同成就与资源的妥善运用。2025年，慈济补助约1,000宗慈善援助个案，服务40,000名病患与长者，并陪伴1,300名学生成长，同时透过四大志业服务更广泛的社区民众。全年推动各项服务所需经费逾2,000万新元，其中慈善志业支出262万元、医疗志业1,093万元、教育志业580万元、人文志业3.4万元，而环境永续相关投入11.5万元。每一分来自社会的善款，都是一份托付；我们审慎善用，让爱心转化为利益人群的社会价值。



陈荣光
理事会主席



刘瑞士
执行长

因应社会变迁 回应多元需求

人口老龄化、青年心理健康需求增加、家庭照顾压力加剧，以及环境永续等议题，正深刻影响着新加坡社会的发展轨迹。面对不断变化的社会样貌，公益服务也需要与时俱进。

为回应这些新兴需求，慈济积极强化预防型服务、深化社区合作、培育下一代人才，并持续提升组织能力。



扎根社区 推动预防照护

2025年，慈济社区关怀服务持续与新加坡“原地养老”的发展方向接轨，透过多元计划陪伴长者活出健康自主的人生，同时加强对弱势群体的支持网络。

这一年的努力获得社会肯定。慈济活跃乐龄社区模式，荣获全国“Trailblazer Award”，而“吃得好，活得精彩”（Eat with Tzu Chi, Share with Neighbours）等跨界合作计划，则于护联局举办的Kopi-aaC! 2026颁奖典礼获颁“Impactful Partnership Award”，服务超过900位受惠者。此外，慈济职工连续第二年荣获卫生部控股公司（MOHH）颁发“仁心奖（Healthcare Humanistic Award）”，肯定我们长期坚持兼顾专业与温度的人本关怀。

奖项背后，更重要的是服务模式的转变。透过活跃乐龄中心与社区活动，我们不仅关注长者的身体状况，也重视他们的社交联系、心理健康与生命价值感。许多长者因此重新走入社区，在参与和陪伴中保持活力，丰富晚年生活。

与此同时，慈济进一步加强与医疗机构及研究伙伴的合作，推动衰弱预防、健康筛查及整合照护模式，通过更早期的介入与更全面的支持，协助长者维持健康与独立生活能力。这些努力反映了我们从治疗走向预防、从个别服务走向整体关怀的发展方向。

我们也关注照顾者在家庭照护体系中的重要角色，以及他们经常面对的身心压力。慈济开始建立更完善的照顾者支持网络，包括喘息服务、同侪支持与资源转介平台。在Income OrangeAid Accelerator Grant支持下，慈济启动“大爱牵手，从心出发”项目，预计未来数年将惠及约3,000名照顾者。

创新科技同样为服务注入新动力。从复健设备BIXEPS的应用，到数据驱动的“APRIL计划”，我们持续探索科技与照护的结合，让服务更精准有效，也更贴近服务对象的实际需要。



深耕医疗人文 守护身心健康

2025年，慈济持续深耕医疗志业，更专注于打造人本照护。这一年，我们进一步将中医服务延伸至社区，通过诊疗服务、健康教育及养生推广活动，提高大众对预防保健与自我照顾的认识，鼓励民众从日常生活培养健康习惯，以更积极的态度守护自身健康。

为了提升以病人为中心的照护服务，慈济与本地医院签署了两份合作备忘录。与邱德拔医院及义顺社区医院的合作备忘录中，双方在病患关怀及社区服务方面加强合作。经过专业培训的慈济志工走入医院及社区，为病患提供陪伴、倾听与情绪支持，走向康复。

此外，慈济与樟宜综合医院的合作，亦涵盖医院与社区外展服务，并在有需要时参与危机支援工作。透过这些合作，我们希望将医疗关怀从医院延伸至社区，让身心健康照顾更完整，更贴近民众需要，也响应国家推动预防医疗与全人健康管理的发展方向。

以教育启发善念 培育未来栋梁

教育，是为社会播下希望的种子。2025年，慈济大爱幼教中心持续深化以人为本、以儿童为中心的教育理念，关注孩子在认知、情感、品德与社交等方面的均衡发展。

慈济大爱幼教中心成功获选为2026至2030年伙伴营运计划 (Partner Operator scheme) 成员，充分肯定其教育品质与可及性。为了支持未来发展，慈济将于2026年成立担保有限公司 (Company Limited by Guarantee)，进一步强化治理架构与永续运营能力。

与此同时，我们持续关注教师专业成长与身心福祉，提升教育质量。同时与家庭及社区保持紧密合作，期许每位孩子不仅具备学习能力，更拥有面对未来挑战的品行。



陪伴青年成长 激发善与创造力

在快速变化的时代中，青年面对前所未有的机遇与挑战。2025年，慈济人文青年中心持续打造开放、多元且富有启发性的成长空间。透过“ALT. FEST”等活动，青年得以交流观点、发挥创意，并在对话与实践中认识自己、理解社会。

“慈济国际青年永续年会工作坊”汇聚来自15个国家近200位青年代表与青年大使，共同关注全球议题，分享文化经验，并从彼此的生命故事中学习合作与包容。跨越国界的交流，不仅拓宽青年视野，也激发他们思考自身能够为世界带来的改变。

此外，“Keen Hearts Internship Programme”透过社区实践与服务学习，让青年亲身接触社会需求，在真实情境中培养同理心、领导能力与公民责任感，为未来社会培育更多愿意付出与承担的年轻力量。



汇聚志工力量 开展社区合作

志工始终是慈济推动四大志业最重要的力量之一。

2025年，随着医疗及社区合作网络持续扩大，慈济志工服务的领域也更加多元。他们穿梭于不同机构与服务据点，为病患、长者及有需要的民众提供陪伴与关怀，用实际行动传递社会温暖。

与此同时，我们持续完善志工培训体系，帮助志工提升服务能力，并加强对慈济理念的理解。除了提供服务，我们更希望培养一种以爱与责任为基础的志愿精神，让更多人愿意投入公益，共同营造守望相助的社区文化。

强化组织能力 持续开道铺路

每一项服务背后，都需要稳健完善的体制。2025年，慈济持续优化人力资源制度、人才培养机制及绩效管理流程，强化组织治理与运作效能。这些努力不仅有助于吸引与培育人才，也让组织的发展更符合公益领域的专业标准与未来需求。



迈向永续发展 开启新里程碑

随着组织规模与服务范围不断扩大，慈济将于2026年由注册社团正式转型为担保有限公司(Company Limited by Guarantee)的机构模式。

这一重要里程碑不仅有助于强化治理架构，提升风险管理能力，也为组织长远发展建立更稳固的法律与制度基础。同时，这项转型亦符合慈善总监对于大型慈善机构治理发展的建议。

展望2026年 精进前行

展望未来，慈济将持续深化服务影响力，强化组织能力，并不断提升服务品质与运作效率。

重点工作包括推动学习型组织文化，加强服务成效评估，筹备永续发展报告，以及透过持续改善、数码转型与新兴科技应用，提升整体营运效能。

无论环境如何变化，我们都将坚守慈悲济世的初心，与时俱进、持续创新，让服务更贴近人心、更符合时代需要。



携手同行 共创美善社会

慈济一路走来，最珍贵的力量始终来自人与人之间的善念与信任。正因为有职工、志工、合作伙伴及社会大众的共同参与，慈悲才能化为行动，关怀才能深入社会每个角落。

我们衷心感恩每一位捐赠者、资助伙伴及支持者的信任与护持。你们的慷慨付出，让慈济得以持续服务社会，陪伴有需要的人群，也让更多生命因此获得希望与改变。

未来，我们将继续以感恩、尊重与爱，与社会各界携手同行，共同建设一个更关怀、更包容、更具韧性的社会，让善的力量持续生生不息。

OUR LEADERSHIP: *BOARD OF DIRECTORS*

Tan Yong Kwang, Alex

President

AD: 1 July 2024

28 June 2023 (Member)

- Associate Professor, Tzu Chi University, Taiwan
- PhD in Built Environment, National University of Singapore
- MSc in Computational Engineering, National University of Singapore
- MSc in Computation for Design and Optimization, Massachusetts Institute of Technology, USA
- Bachelor's degree in Mechanical Engineering, National University of Singapore



Yan Su Yuan

Secretary

AD: 1 July 2016

- Volunteer Lead with more than 20 years' experience
- Bachelor's degree in Economics, Fu Jen Catholic University, Taiwan



Mai Ah Ngo

Treasurer

AD: 1 July 2024

- Executive Director, Teckwah Industrial Corporation Pte. Ltd.
- Executive MBA, National University of Singapore
- Bachelor's degree in Chinese Studies, Nanyang University, Singapore



Chee Kim Huei

Deputy Secretary

AD: 1 July 2024

30 August 2020 (Treasurer)

- Financial Advisor (Self-employed)
- Bachelor's degree in Accountancy, Nanyang Technological University, Singapore

● AD denotes Appointment Date
CD denotes Cessation Date



Ng Gaik Pei

Member

AD: 30 August 2020

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Head of Finance, Jing Si Pureland Co., Ltd., Taiwan



Lin, Su-Yun

Member

AD: 1 July 2024

- Finance Director, Buddhist Tzu Chi Charity Foundation, Taiwan
- Bachelor's degree in Accounting and Statistics, National Chung Hsing University, Taiwan



Ng Chuan Lim

Member

AD: 1 July 2016

- Managing Director, APICO Holdings Pte. Ltd.



Chen, Yi-Hua

Member

AD: 1 July 2024

- Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan
- Master's degree in Religious Studies, National Chengchi University, Taiwan
- Bachelor's degree in Early Childhood Education, Taipei Municipal Teachers College



Siew Pei Fung

Member

AD: 1 July 2018

- Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan
- EMBA Program, College of Continuing and Distance Education, National Taiwan University
- Bachelor's degree in Food Process Engineering, Universiti Putra Malaysia



Sim Sem Peng

Member

AD: 1 July 2024

1 July 2016 (Deputy secretary)

- Chairman, Malayan Daching Co Pte Ltd



Teo Siew Leng

Member

AD: 1 July 2024

- Executive Director, Zero Spot Laundry Service Pte Ltd

MANAGEMENT

Low Swee Seh

Chief Executive Officer

AD: 1 April 2012

- Accomplished and Resilient Entrepreneur and Business Owner in Building and Construction Industry
- Previously Managing Director of One Two Holdings Pte. Ltd.
- Previously Managing Director of Siong Yu Seng Construction Pte Ltd
- Founding Committee Member of Xiyao Culture Association
- Active Volunteer Leader with Tzu-Chi Foundation (Singapore)



Khoo Kean Yee

Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Medical Mission
- Dedicated to Tzu Chi Medical Mission for over two decades
- Founder, Renkang Chinese Medicine Trading



Lo-Hsu Shueh Yu

Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Charity Mission
- Dedicated to Tzu Chi Charity Mission for over two decades



Susi Zhao

Deputy Chief Executive Officer

AD: 1 April 2012

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Humanistic Culture Mission
- Dedicated to Tzu Chi Humanistic Culture Mission for over two decades

● AD denotes Appointment Date
CD denotes Cessation Date



Tan Chai Hoon

Deputy Chief Executive Officer

AD: 11 October 2016

- Overseeing Education Mission of Tzu-Chi Foundation (Singapore)
- Dedicated to Tzu Chi Education Mission for over two decades
- Sales Director, Newera Auto Envirotech Pte. Ltd.



Keng Lim @ Lim Wei Kheng

Deputy Chief Executive Officer

AD: 1 January 2024

- Full-time Volunteer with Tzu-Chi Foundation (Singapore), overseeing Administration and Human Resources
- Previously General Manager of Tzu-Chi Foundation (Singapore)
- Founder of Tour Royale Services Pte Ltd



Boh Shuhui (Mo Shuhui)

General Manager

AD: 1 January 2024

- Previously Deputy General Manager, Tzu-Chi Foundation (Singapore)
- Previously Community Engagement & CSR Manager, SMRT
- Previously Internal Audit Manager, SMRT and MOH Holdings
- Previously auditor, Ernst & Young
- Chartered Accountant (Singapore)
- Bachelor's degree in Accountancy (Second major in Finance), Singapore Management University



Lew Loon Keong

Deputy Chief Executive Officer

AD: 1 January 2024

- Overseeing Administration and Human Resources of Tzu-Chi Foundation (Singapore)
- Senior Director, Head of Quality Engineering, GlobalFoundries
- Previously Senior Director, Global Quality, Micron Technology
- Executive MBA, Nanyang Business School, Singapore
- Bachelor of Engineering, Electrical and Electronics Engineering, Nanyang Technological University, Singapore



Beh Keng Hua

Deputy Chief Executive Officer

AD: 1 January 2024

- Overseeing Volunteer Development of Tzu-Chi Foundation (Singapore)
- Lead Polyethylene Technology Principal, ExxonMobil
- Master of Science in Chemical Engineering, National University of Singapore
- Bachelor's degree in Chemical Engineering, University of Malaya



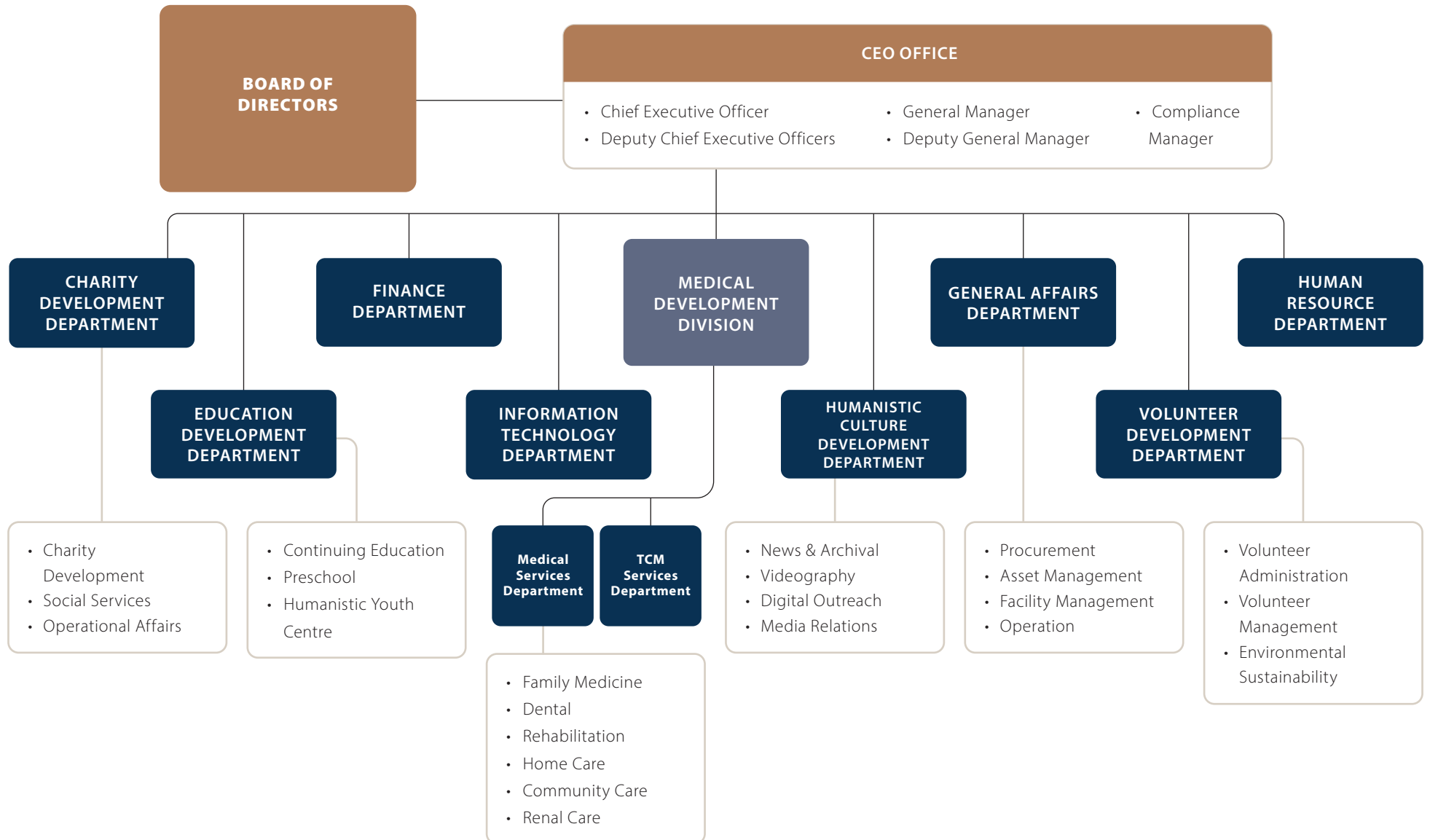
Lim Choon Choon

Deputy General Manager

AD: 1 January 2024

- Previously Centre Manager, Tzu Chi Humanistic Youth Centre, Tzu-Chi Foundation (Singapore)
- Previously Supply Chain Advisor, Dell Global B.V., Supply Chain Nerve Centre (SCNC)
- Bachelor of Engineering (Electrical Engineering), National University of Singapore

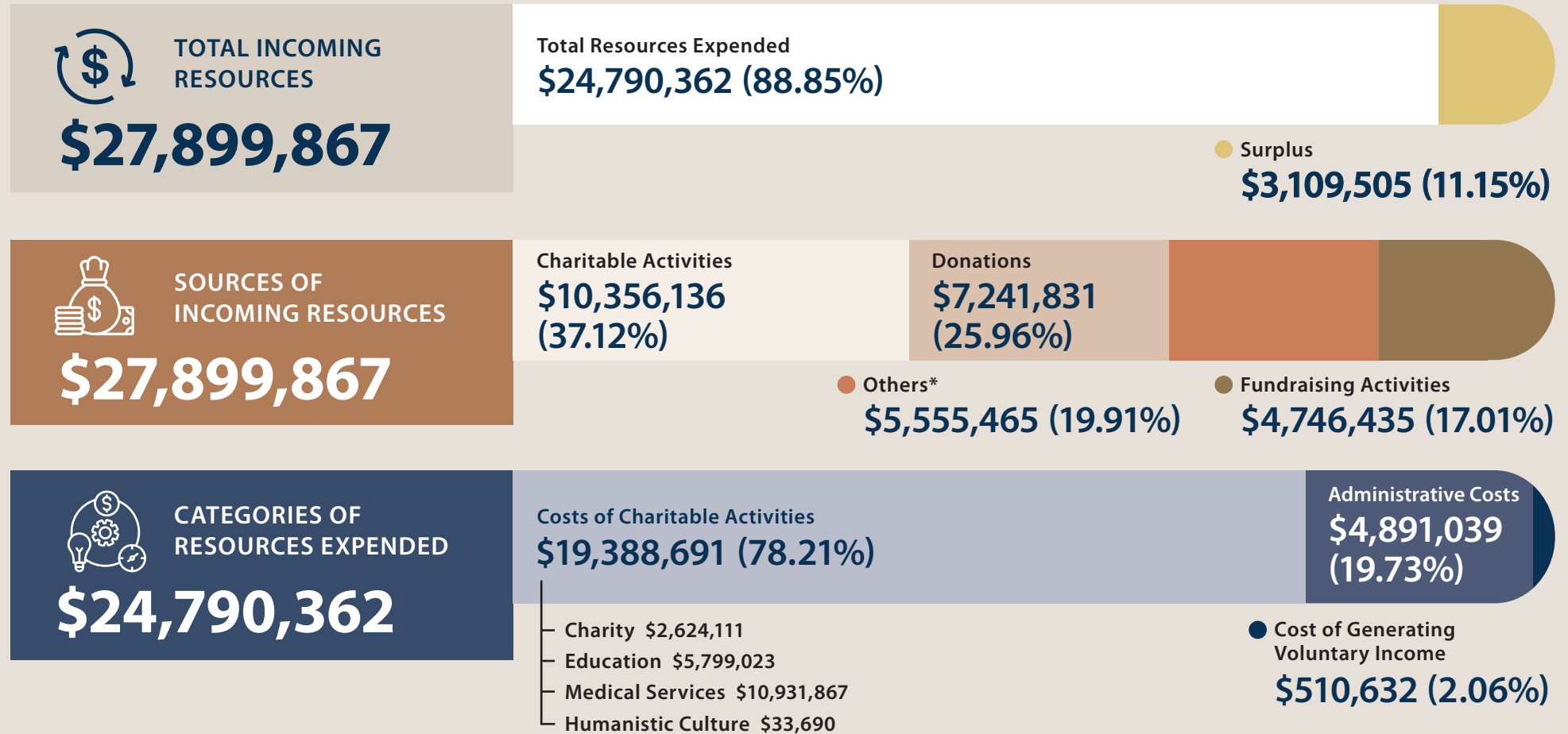
OUR SERVICE TEAM: *ORGANISATIONAL STRUCTURE*




THE YEAR IN NUMBERS



FINANCIAL HIGHLIGHTS



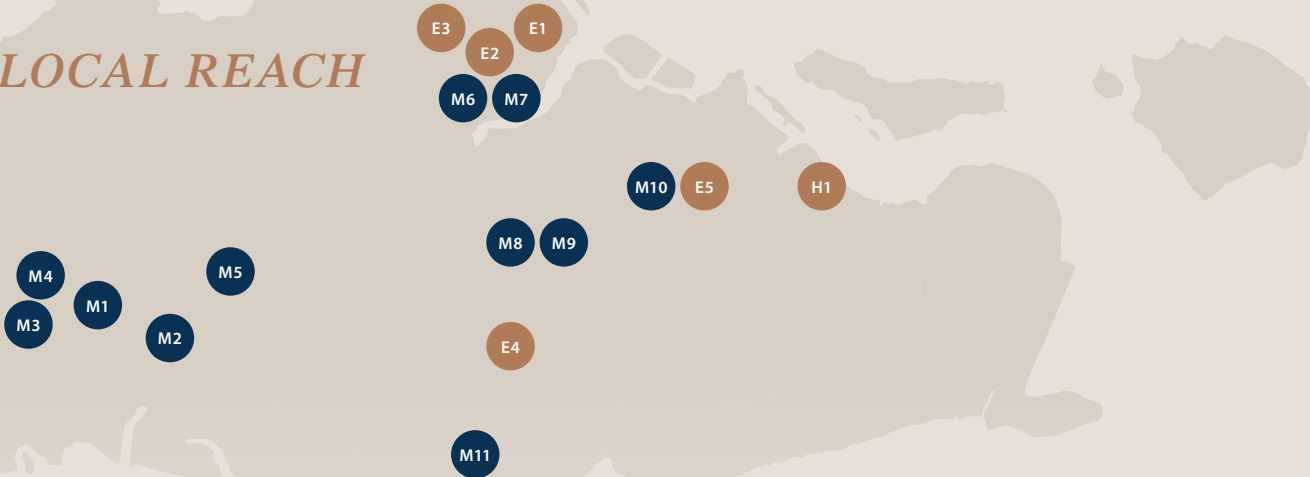
* Others refer to government grants, amortisation of deferred capital grant and interest income.

	2025	2024
 TOTAL INCOMING RESOURCES	\$27,899,867 +\$1,640,460 (6.25%) ▲ VS. 2024	\$26,259,407
 TOTAL RESOURCES EXPENDED	\$24,790,362 +\$1,830,559 (7.97%) ▲ VS. 2024	\$22,959,803
 SURPLUS	\$3,109,505 -\$190,099 (5.76%*) ▼ VS. 2024	\$3,299,604
 COSTS OF CHARITABLE SERVICES	\$19,388,691 +\$1,067,127 (5.82%) ▲ VS. 2024	\$18,321,564
 ADMINISTRATIVE COSTS	\$4,891,039 +\$577,548 (13.39%) ▲ VS. 2024	\$4,313,491

* Our annual surplus reduced by 5.76% due to increased spending in our programmes and services to better serve our missions.

THE YEAR IN NUMBERS

OUR LOCAL REACH



HEADQUARTERS

H1 Jing Si Hall

MEDICAL MISSION

M1 Lakeside Family Medicine Clinic

M2 Tzu Chi Day Rehabilitation Centre (Ceased on 27 August 2025)

M3 GLOW (Nanyang) (Opened from 15 November 2025)

M4 Tzu Chi Seniors Engagement & Enabling Node (Nanyang)

M5 Tzu Chi Seniors Engagement & Enabling Node (Bukit Batok)

M6 Tzu Chi Gym Tonic (Khatib)

M7 Buddhist Tzu Chi TCM Free Clinic (Khatib)

M8 Tzu Chi Food Farmacy

M9 Tzu Chi Community Dental Centre

M10 Tzu Chi Renal Dialysis Centre

M11 Buddhist Tzu Chi TCM Free Clinic (Redhill)

EDUCATION MISSION

E1 Tzu Chi Humanistic Youth Centre

E2 Glow On Gallery

E3 Tzu Chi Great Love Preschool (Yishun)

E4 Tzu Chi Great Love Preschool (Toa Payoh)

E5 Tzu Chi Great Love Preschool (Sengkang)



36

Eco Points islandwide



25,294

Donors



3,550

Volunteers



236

Staff Strength



75,203

Community Outreach



67,011

Digital Outreach

STATISTICS OF SERVICES

CHARITY SCHEMES

Living Assistance

308 Cases

\$582,000

Total Value of Aid Distributed

Providing financial support, essential daily necessities and living aids to those in need.

Educational Assistance

118 Cases

\$108,000

Total Value of Aid Distributed

Comprising (1) fee aid for primary, secondary and tertiary students; and (2) the Seeds of Hope Programme, which supports children from beneficiary households through education fees assistance, merit awards, and mentoring by Tzu Chi volunteers from Collegiate Youth Group and Teachers' Group.

Festive Pack Distribution

524 Households

Giving care packages to beneficiaries during Chinese New Year, Hari Raya Puasa and Deepavali celebrations.



Medical Assistance

501 Cases

\$1,169,000

Total Value of Aid Distributed

Including the provision of medical consumables and subsidies for medical expenses such as medical transport, day care, HIV medication, antenatal checks; as well as Renal Support Programme, which covers interim dialysis and transport fees, along with psychosocial support under Renal Conservative (Non-Dialysis) Care.

Home Visits

26,220 Hours

Checking in on care recipients and assessing their needs on a monthly basis to provide timely support.

Charity Mission Volunteer Training

10 Sessions

1,064

Participation Counts

Elevating the competence of our volunteers through lectures, scenario simulations, case sharing and group discussions.

THE YEAR IN NUMBERS

MEDICAL SERVICES

Lakeside Family
Medicine Clinic

5,074 Patients

Providing outpatient services including internal medicine, diabetic retinal photography (DRP) and diabetic foot screening.



Buddhist Tzu Chi
TCM Free Clinics

25,486 Patients

Providing free outpatient services including internal medicine, dietetic therapy, preventive care, and health education.



Tzu Chi Renal
Dialysis Centre

60 Patients

Providing advanced, affordable hemodiafiltration treatments to renal patients.



Tzu Chi Community
Dental Centre

460 Patients

Providing outpatient dental care to low-income elderly residents, and home dental services to underserved groups who are homebound or in nursing homes.



Tzu Chi Food Farmacy

1,100 Participants

206

Classes and seminars

Focusing on preventive healthcare and health education, promoting a Whole Food Plant-Based (WFPB) diet through culinary classes as well as health and nutrition seminars.



Seniors Engagement & Enabling Nodes (SEENs)

6,460 Members

Promoting healthy and happy ageing by offering wellness programmes, befriending, and care services to senior citizens.



Tzu Chi GLOW (Nanyang) (Opened in November 2025)

207 Seniors

Providing integrated active ageing programmes and preventive care services to support seniors' physical, mental, and social well-being through fitness, wellness, and community engagement.

Gym Tonic Services

632 Patients

Providing a 3-month training programme, complete with exercise equipment, to improve seniors' muscle strength and body balance, thus lowering their risk of falling.



Home Care Services

612 Patients

Providing medical, nursing, therapy and palliative care services to underprivileged homebound patients.



Physiotherapy Service

695 Patients

Providing rehabilitation care for the chronically ill and elderly population.



THE YEAR IN NUMBERS

EDUCATION

Tzu Chi Great Love Preschools

297 Students

Providing holistic education that focuses on character building and inculcating life skills in children aged 6 years and below.



Tzu Chi University Continuing Education Centre (Singapore)

800 Students

Promoting life-long learning to members of the public through art and health-oriented courses.



Parent-Child Bonding Programme

136 Participants

Nurturing bonds between Primary 1 to 6 children and their parents through the teaching of Jing Si Aphorisms, communication skills, filial piety, environmental vegetarianism, and outdoor activities.



Teenagers' Enrichment Programme

85 Participants

Guiding Secondary 1 to 3 students through experiential activities designed to focus on self-discovery and development of essential skills to grow with confidence and resilience.



Tzu Chi Collegiate Youth Group

102 Members

Comprising tertiary students from local universities and polytechnics who volunteer during their spare time to serve the needy.



Great Love Mother Fellowship

50 Members

Comprising volunteering parents who teach school children Jing Si Aphorisms and the humanistic values of Tzu Chi, as well as foster moral development through thoughtfully curated lessons.



Tzu Chi Humanistic Youth Centre



After-school Enrichment Programme

36 Students

Kidz Hideout provides a safe and happy space where children with high emotional and social needs can enjoy equal opportunities to play-based learning.

Tzu Chi Teachers' Group

92 Members

Nurturing character development through experiential and practical activities, cultivating positive values and traits in students.



Eco and Wellness Programmes

3,470 Participants

Collaborating with like-minded partners to promote sustainable living, self-exploration and growth through workshops, events and activities.

Assistance for Youths

4 Beneficiaries

The Good Space Scheme supports underprivileged youths aged 15 to 25, offering financial aid, befriending services and educational resources to break their cycles of poverty.

THE YEAR IN NUMBERS

ENVIRONMENTAL SUSTAINABILITY

Eco Points

21,614 Public Count

36

Eco Points

Hosting community activities on the monthly Tzu Chi Environmental Sustainability Day that focus on recycling and sustainability knowledge sharing at the islandwide Eco Points.



Glow On Gallery

6,360 Visitors

Encouraging busy city dwellers to embark on their own sustainable lifestyle journeys.



HIGHLIGHTS OF THE YEAR



HIGHLIGHTS OF THE YEAR

RENAL DIALYSIS CENTRE OPENING: MARKING 20 YEARS OF PROVIDING CARE TO DIALYSIS PATIENTS

Singapore is grappling with a mounting kidney disease crisis. According to the National Population Health Survey 2024 by SingStat, more than 500,000 people suffer from kidney disease, with many at risk of progressing to kidney failure.

Dialysis is costly, and even with government subsidies, the financial burden can still be significant. At the same time, there was a shortage of non-profit dialysis centres in Singapore's northeast region. To bridge these urgent gaps, Tzu-Chi Foundation (Singapore) established its Renal Dialysis Centre (RDC) in Buangkok, backed by support from the Ministry of Health and the National Kidney Foundation. The centre brings advanced dialysis hemodiafiltration treatment closer to the heartlands, serving those who need it most.



Then Ang Mo Kio GRC MP Ng Ling Ling (third from right) officiated the opening ceremony on 13 March 2025, which was attended by nearly 100 guests, including supporters, partners, major donors, and family members of renal patients.

Where patient-centred care comes first

“Healing people, healing the sick, and healing the heart” — this philosophy has long shaped the medical care model at our organisation. When envisioning the RDC, the aim is for it to be more than a treatment centre, but a second home where renal patients can find comfort, dignity, and mutual support. Hence, from the environment to the patient experience, the design departs from the often clinical and intimidating feel of conventional medical facilities. While it initially served only subsidised patients, it has now opened its services to self-paying patients living in the vicinity.



“The business-class-like dialysis stations give renal patients great dignity and respect,” said Ms Ng Ling Ling. She praises the centre for not only providing medical care but also focusing on the physical and mental well-being of the patients.

As renal patients cope with health concerns and financial burdens, they may experience emotional vulnerability. To ensure volunteers are adequately equipped to handle such sensitive circumstances, the RDC conducts regular training sessions every two months. The training covers basic clinical care, clinical hygiene, and the social and psychological aspects of patient support. In addition, monthly online discussion sessions are held for case management review with volunteers. With these structured sessions in place, volunteers are well prepared to respond with care and compassion when befriending patients.

Together, Tzu Chi volunteers support patient-centred care by:



Providing emotional companionship through active listening during dialysis sessions



Serving as a bridge between the medical team and patients, guided by values of gratitude, respect, and love



Organising activities such as birthday celebrations, bingo games and festive outings to uplift patients' morale



Offering support and engagement for caregivers



Assisting with home cleaning and decluttering to create a more comfortable living environment

HIGHLIGHTS OF THE YEAR



By providing a listening ear, Tzu Chi volunteers help to look after the emotional well-being of renal patients.



A thoughtful care package is prepared for every patient. Blankets, scarves and gloves help them stay warm during dialysis sessions, while water bottles support the monitoring and management of daily fluid intake. Earphones allow patients to watch programmes on Tzu Chi Da Ai TV, helping them to nurture a more optimistic outlook.



Every year, the RDC organises the Renal Friends Tea Gathering to bring cheer to patients and their families.

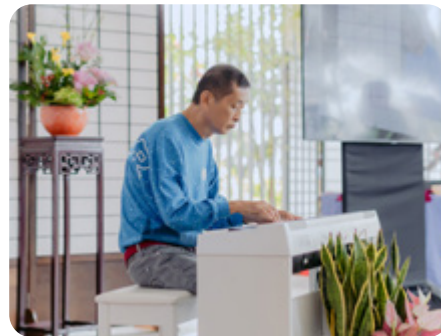
A medical facility that feels like a second home



“At RDC, I am not just a patient, but part of a big family. The nurses have been very helpful, especially the chief nurse. I feel comfortable and at home, even when I have to spend four hours per session, three times a week.”

Stanley Lim

Stanley Lim is one of the first patients at the RDC. He shared that we have not only provided him with quality dialysis treatment, but also supported him through a difficult period. While staying in a temporary shelter, he received help from Tzu Chi volunteers, who assisted him in applying for an HDB flat. They also helped him settle into his new home by cleaning the space and providing essential furniture and a television, creating a warm and comfortable environment.



At the opening ceremony, Stanley performed a selection of classic piano pieces, dedicating them to Tzu Chi staff and volunteers who accompanied him throughout his recovery journey.

As of 31 December 2025

Number of Patients:

54

Number of Treatments:

5,416

Number of Staff:

7

Number of Volunteers:

25

Contributing 1,370 hours of service



Scan the QR code to watch the opening of Tzu Chi Renal Dialysis Centre

HIGHLIGHTS OF THE YEAR

GLOW: REIMAGINING THE ACTIVE AGEING CENTRE EXPERIENCE

In his remarks at a doorstep interview on Age Well Neighbourhoods, Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung said that building more nursing homes is not the answer to meeting the demands of an ageing population. Instead, seniors must be able to grow older within their own neighbourhoods, all while staying connected and active in the community.

It is a sentiment that the Community Care team at Tzu Chi shares. When the opportunity arose to expand SEEN (Nanyang), the team chose not to follow a tried-and-tested strategy, but to innovate the way it thinks about active ageing. This culminated in the launch of GLOW, a space where seniors can explore new hobbies, adopt healthier lifestyles through tech-enabled programmes, and even challenge themselves.



At the official opening on 15 November 2025, Mr Ong Ye Kung urged seniors to embrace longevity and live their lives wisely.

A confluence of exergaming, intergenerational connections and AI-powered care

With a focus on preventive health, GLOW, short for “Go! Live Outrageously Well,” is a 150-square-metre facility located just a stone’s throw away from SEEN (Nanyang). It serves as a necessary extension, as services at SEEN (Nanyang) are oversubscribed, with membership reaching over 2,200 residents, well above the Agency for Integrated Care’s (AIC) assigned population of 1,850.

As family support is a key pillar of active ageing, the events here are designed to engage the whole family. In addition to retirees, young seniors from the age of 40 are also welcome, so they can benefit

from active ageing and begin cultivating positive habits early. The space also features a café and youth-focused activities, offering opportunities for intergenerational interaction and for young people to nurture their own mental well-being. GLOW keeps its classes intentionally small, with each intake ranging from five to 10 participants, allowing both instructors and participants to build closer bonds.

For pioneering a new model of care, GLOW received the Trailblazer award at the AIC’s Kopi-aaC! Awards.



Seniors greeted the distinguished guests with an energetic percussion performance using yoga balls.



At the event, Tzu-Chi Foundation (Singapore) entered into Memorandums of Understanding (MoUs) with six partners, namely HUR Solutions, National University of Singapore (NUS), Singapore University of Social Sciences (SUSS), Nanyang Polytechnic (NYP), Weeswares Pte Ltd, and Marymount Labs.

HIGHLIGHTS OF THE YEAR

Facilities that support holistic well-being

Through Longevity Courtyard, TCM Clinic and Food Lab, GLOW imparts knowledge in fitness, wellness and nutrition, helping seniors stay active and healthy.



The Longevity Courtyard is a wellness studio co-developed with HUR Solutions. Its fitness programmes offer holistic training in strength, balance, cardiovascular fitness and flexibility, and are complemented by guidance on nutrition and sleep.



Another unique offering is the Tzu Chi Shangri-la, a 33-session personalised series that supports seniors across strength, cardiovascular health, mindfulness, sleep and nutrition.



Over at the communal kitchen, Tzu Chi volunteers prepare Jing Si tea as a welcome drink for guests.



Supporting seniors' well-being with AI innovations

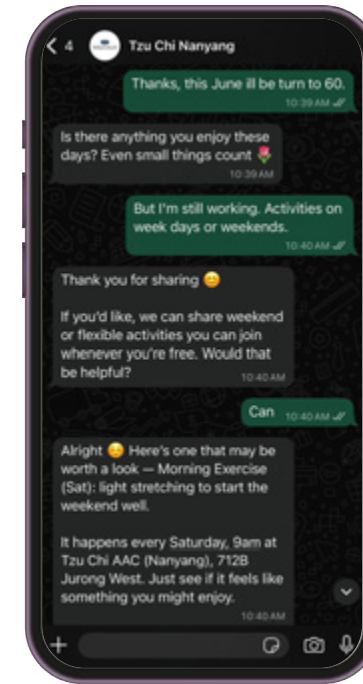
Keeping pace with technological advancements, GLOW integrates AI into its wellness initiatives to advance senior care, enhance preventive outreach, and support early intervention.



Project APRIL

This platform helps seniors live fuller lives by caring for their body, mind and social well-being. Residents start with an assessment that determines their health and abilities. Over time, the system tracks changes in their frequency and duration of activities. This enables the Community Care team to detect early signs of decline and then formulate personalised care plans aligned with AIC's guidelines.

Underpinning the platform is "April", an AI Buddy for seniors who live alone. It offers health monitoring, reminders, companionship, and personalised activity suggestions. Its TCM Advisor taps into the knowledge repository developed by Tzu Chi University in Taiwan to provide wellness tips.



More than
250
seniors involved

Converted
up to
40%
seniors
into members

Cost to engage
each senior:
Less than
\$0.50
/person

AI-powered nudges on WhatsApp

What if a gentle nudge could help seniors enjoy being active again? Marking a collaboration with Marymount Labs, this platform sends friendly messages and wellness tips to build trust and encourage less active members to join centre activities. Its analytics track sentiment, learn preferences, and recommend activities tailored to each senior.

HIGHLIGHTS OF THE YEAR

Elevating quality of care and service

Tzu Chi has also established partnerships with the following industry stakeholders to advance its eldercare initiatives:



NUS's Alice Lee Centre for Nursing Studies

FITWISE explores how using digital games as workouts, combined with psychosocial support from caregivers, can help pre-frail and frail seniors stay active and healthy at home.



SUSS

Training and service-learning programmes are developed for students and seniors, aimed at piloting innovative approaches in ageing, wellness and digital enablement.



NYP

Training and service-learning programmes focus on areas such as community care and client experience, AI and analytics, and humanistic culture, supporting the learning and development of NYP students, seniors as well as Tzu Chi staff and volunteers.



60-year-old Janet Cher



I love coming to GLOW because of its kampong atmosphere. The staff always ask about my day whenever they see me. There are so many activities that I'm spoilt for choice, and sometimes it's hard to decide because I want to join all of them!

This is my first time joining an Active Ageing Centre, and I've noticed a change in my outlook on life. I feel much happier, and my life is so busy now. Thanks to GLOW, I've made more friends, and we all share our life experiences and stories with one another.



Scan the QR code to watch the opening of GLOW (Nanyang)

SEEDS OF HOPE: CULTIVATING POTENTIAL, INSPIRING GROWTH

Education is a powerful lever — this is a conviction that Tzu Chi holds dearly. Supporting students' learning opens doors to opportunity, empowers them to uplift their families, and helps bridge inequalities regardless of their starting point. In 2008, our organisation launched the Seeds of Hope Programme, initially collaborating with schools to provide meals and transport allowances to referred



students. Over the years, the programme evolved, from the introduction of the Merit Awards in 2014 to a revamp to serve children of existing Tzu Chi care recipients in 2017. In 2021, it was expanded into four sub-programmes. But one goal has always remained steadfast — helping children step out of their circumstances and broaden their aspirations.



Through providing homework support and imparting humanistic values, the programme supports students' learning confidence while fostering their socio-emotional development.

HIGHLIGHTS OF THE YEAR

Humanistic care in action

Built on four key prongs, the Seeds of Hope Programme is aligned with Maslow's Hierarchy of Needs, supporting students through a progression that begins with addressing their basic needs, providing structure in their lives and gradually leading them towards personal fulfilment.



Education Fees Assistance

Providing financial aid to students from primary school to university, so that they can pursue their education with peace of mind



Nurturing Fund

Offering various forms of material assistance tailored to each student's needs, so as to bridge barriers and create conditions where students can thrive both at home and in school

- Digital learning
- Home improvement
- Learning materials
- Nutrition support
- Tuition fees
- School shoes



Mentoring Programme

Organising mentoring sessions to develop students' interest in independent learning

- Mentoring with Love
- Homework Support Programme (from 2021 to 2024; ceased in 2025)



Merit Awards

Presenting academic and meritorious awards to recognise outstanding performances and behaviours

- Diligence
- Filial Piety
- Exemplary Conduct
- Academic Excellence
- Academic Progress
- Co-Curricular Excellence

Seeds of Hope over the years

Encouraging students facing adversity to persevere in their learning, the Seeds of Hope Programme has steadily grown over the years, with increasing support reaching and uplifting more students each year.

	2025	2024	2023	2022	2021	2020
Education Fees Assistance	\$51,549.80	\$40,251.84	\$22,070.00	\$24,933.64	\$17,767.21	\$17,064.80
Nurturing Fund	\$29,190.24	\$17,693.90	\$27,788.65	\$16,879.72	\$3,073.64	NA
Merit Award	\$27,550.00	\$24,500.00	\$19,250.00	\$19,500.00	\$19,300.00	NA
Mentoring Programme (Number of Beneficiaries)	11	20	24	26	31	22

Every year, the Seeds of Hope Achievement and Appreciation Ceremony is held to honour students' dedication and hard work. The 2025 edition took place at the Tzu Chi Humanistic Youth Centre on 21 December 2025. A total of six award categories were presented this year, namely the Diligence Award, Filial Piety Award, Exemplary Conduct Award, Academic Excellence Award, Academic Progress Award, and the Co-Curricular Excellence Award, with 70 recipients in total.



HIGHLIGHTS OF THE YEAR



A student expressing her gratitude by writing thank you cards for the volunteers.

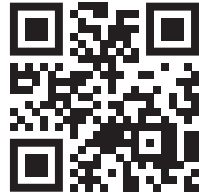


Nurturing growth through long-term support

At our organisation, help does not stop at financial assistance. We recognise that many children and youths from underprivileged families face complex challenges at home and in school, and without adequate psychosocial and emotional support, they may lose hope and sense of purpose.

We are committed to accompanying them over the long term. Through regular home visits, volunteers seek to understand each family's circumstances and evolving needs. We also believe in caring for the whole person — not only addressing immediate needs, but also considering the presence of companionship and emotional well-being. This means looking closely at the broader family context. Every family is unique, with members at different life stages and facing varied challenges. We draw on our charitable, medical, and educational resources to provide support that extends to the students' parents and grandparents as well.

Over the years, the Seeds of Hope Programme has touched many lives. Here are two such stories.



Scan the QR code to watch "We Love You, Dear Child"

From beneficiary to volunteer

Koh Qian Yi, recipient of the 2025 Co-Curricular Excellence Award, Exemplary Conduct Award, and Filial Piety Award, has walked a path marked by resilience and compassion. When she was about three years old, her father fell ill, and his condition came to define much of her early childhood. It was during this challenging period that Tzu Chi volunteers stepped into her life, offering a listening ear.

Our volunteers' guidance became especially significant during her O-Level year in 2023. Qian Yi felt helpless, as she knew she needed tuition but her family was not able to afford it. Light came when we helped her secure tuition subsidies. She steadily improved her results, and eventually earned a place in the junior college of her choice.

Moved by the care she once received, Qian Yi now volunteers with Tzu-Chi Foundation (Singapore), and extends the same warmth and compassion she once received to others.



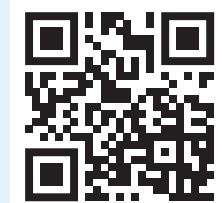
Rebuilding his confidence

Qusyairie lives in a small two-room flat with his parents, two sisters, and his diabetic grandfather. As Qusyairie has faced difficulties in Mathematics, we have arranged for tutoring support from teachers in the Tzu Chi Teachers' Group. Volunteers also made regular home visits, bringing medical supplies such as insulin syringes and test strips for his grandfather.

Over time, Qusyairie's academic performance improved markedly — from scoring just eight marks in mathematics to achieving a PSLE grade of B. His experience is a testament to how consistent academic support, emotional encouragement, and practical assistance for his family can transform a young person's life.

I want to thank everyone who believed in me. This was an obstacle I never thought I could overcome, but with the help of Mentoring with Love and the Homework Support Programme, I did it. Now, I am more confident in solving my problems.

Qusyairie



Scan the QR code to watch "Your Faith in Me is What Keeps Me Going"

HIGHLIGHTS OF THE YEAR

CHAMPIONING SUSTAINABLE WELL-BEING THROUGH SYNC. FESTIVAL AND ALT. FEST

From global turmoil and economic headwinds to the rat race of societal expectations and social media comparisons, it has become almost second nature to live in a state of overdrive. This norm of anxiety is only growing. According to the Ministry of Health's National Population Health Survey 2024, 15.4% of residents in Singapore reported poor mental health, with 25.5% of young adults aged 18 to 29 affected.

In response, our organisation sets out to create spaces where the community can step away from the noise, reconnect with themselves and explore new passions. In 2025, we spearheaded two major events anchored in sustainable well-being: SYNC. Festival and ALT. FEST, both designed to provide a gentle counterbalance to the pressures of daily life.



The SYNC. Festival pin reminds one to slow down and make time for rest.





Scan the QR code to watch highlights of SYNC. Festival



Inaugural SYNC. Festival: An invitation to slow down and care for Earth

Short for “Synchronise”, SYNC. Festival was held on 6 July 2025, with fringe activities taking place from 4 to 5 July. At its core, the festival seeks to inculcate in participants lasting habits of self-care. On the event day, there were three main activities: SYNC. Village, 3 km Fam Walk, and Youth Quest.

HIGHLIGHTS OF THE YEAR

Learning to Pause, Realign, Reset through 7 types of rest

Central to the festival is the notion of caring for one's body and mind through adequate rest. It is a common misconception that sleep alone is enough for true rest. The festival introduced participants to the "7 Types of Rest" framework developed

by American physician Dr Saundra Dalton-Smith, emphasising that rest extends beyond sleep. At the SYNC. Village, our organisation and our partners brought this framework to life through seven experiential huts, each featuring activities tailored to help participants practise a specific type of rest.

SYNC. Village



Physical: Restoring the Body

Instructors from Bhumi Lifestyle taught participants simple yet effective exercises that relieve aches.



Creative: Reignite Inspiration

Parents and children immersed themselves in creative rest with The Finger Players, enjoying the calming art of shadow puppetry and playful drama.



Mental: Clearing the Mind

Happiness Initiative invited participants to cultivate mental wellness through reading and journaling.



Social: Finding the Right People

Meaningful group conversations flowed freely over at the Social Break hut helmed by Friendzone.

This activity taught me how to identify the ‘monsters’ within me. For example, if I feel frustrated, I might be protecting myself — when I fall short of my goals, if I choose to stop trying, I can avoid further frustration. So, we procrastinate because we won't have to face the disappointment of failure. This made me realise we don't need to view frustration as a 'bad' emotion; instead, we should learn to accept and understand it.

Participant Vibha Prashanth



**Emotional:
Express & Let Go**

Non-profit organisation Six Seconds prepared emotional intelligence management toolkits that helped participants understand all types of emotions.



**Spiritual:
Finding Purpose & Meaning**

Created by Terra SG, the Race to Net Zero is a virtual board game with a twist on Snakes and Ladders. Participants took on sustainability challenges and discovered everyday actions that can benefit personal well-being and the planet.



**Sensory:
Reset from Overstimulation**

At the Sensory Rest Hut, facilitator Elsie Toy immersed participants in a calming sound healing session. At another corner, The Octopus welcomed participants to create their own fragranced hand sanitiser.

HIGHLIGHTS OF THE YEAR

Working up a sweat

The 3 km Fam Walk and Youth Quest emphasised the importance of recharging oneself. The Fam Walk gave participants a chance to be one with nature alongside their loved ones while raising funds for charity. Filled with physical and mental games, the multi-station Youth Quest revealed engaging ways for youths to restore their energy.



Youth Quest

99 youths aged 15 to 35 took part in the exhilarating Youth Quest, where challenges tested their physical fitness, intellect and teamwork.

3 km Fam Walk



Before the flag-off, a total of 503 participants took part in the "Largest Mass Pilates Breathing Exercise", tuning into their bodies and minds. This effort also earned an entry in the Singapore Book of Records.



Senior Parliamentary Secretary for the Ministry of Culture, Community and Youth and the Ministry of Sustainability and the Environment Ms Goh Hanyan (fourth from left) officiated the flag-off of the 3 km Fam Walk.



Participants enjoyed a relaxing stroll around the scenic Yishun Pond, taking in the lush greenery and listening to birds chirping.



1,035 participants completed over **3,000 km**



60 corporations and entrepreneurs pledged \$10 per km completed, raising **\$30,000**

Walking the Walk

From the outset, sustainability was woven into the experience design. Bucking the trend of offering merchandise such as t-shirts, medals, and goodie bags, SYNC. Festival instead let participants select up to five essentials they genuinely needed, reducing unnecessary waste. All meals served were plant based, as a reminder to cultivate love and compassion for animals. Participants were also encouraged to take public transport to the event to minimise their carbon footprints.



The event décor was made with low-carbon or reusable materials.

Beyond offline engagement, SYNC. Festival also extended its reach through social media and digital platforms, connecting with audiences beyond the festival grounds.

Digital Outreach:

1,135,667

Total Influencers engaged:

28

Google and Meta:

501,248 Impressions,

5,492 Website Clicks

HIGHLIGHTS OF THE YEAR

ALT. FEST: A Focus on Living with Intention

While SYNC. Festival was a celebration of self-care, ALT. FEST shone a light on alternative paths in life. It addressed questions many youths grapple with: What is the true meaning of life? How can one live with intention and purpose? Through introducing non-traditional approaches to shopping, careers, food, and wellness,

the festival encouraged thoughtful reflection. Held at Tzu Chi Humanistic Youth Centre (HYC) on 14 and 15 June 2025, and aligned with Go Green SG, the festival hosted activities that addressed different Sustainable Development Goals (SDGs), promoting conscious choices and circular practices.



Shopping

Local conscious brands like My Naked Bar, Bungkus, and Teetee Canvas Bag showcased their eco-friendly products that are thoughtfully crafted and packaged.



Careers

In partnership with The Astronauts Collective, Human Library brought together five volunteers who shared their profoundly meaningful careers, from nursing to evidence collection.



Food

Participants explored a range of organic produce, natural ingredients, overnight oats, and even homegrown mushrooms. Through an interactive Q&A segment, Tzu Chi Food Farmacy also encouraged the adoption of a plant-based diet.



Wellness

Day two offered a rich tapestry of experiential wellness: meditation, art, music, puppetry, nature walks, and horse-assisted therapy.



>200
staff hours
dedicated to event
organisation



26
partners



200
visitors

25 youth volunteers
from Tzu Ching,
Ngee Ann Polytechnic,
and Changemakers
Circle, who contributed
**300 hours of
service**

Throughout the year, HYC hosted alt.TALKS, a youth-led sharing series exploring non-linear career paths. The series was birthed in 2024 when Sebastian Hoe approached the team with the idea of sharing his story — how he went from facing possible expulsion in secondary school to becoming a lawyer. In 2025, the series gained traction, and youth volunteers came onboard as hosts and facilitators. Each session featured a guest speaker, engaging discussions, and interactive Q&A segments.

70 participants across **4** sessions

Dorcas

An artist, writer, and muralist, Dorcas understands the realities of choosing the artistic path, and guides others to trust their intuition and embrace uncertainty.

Mathilda Dsilva

As CEO and Founder of Ocean Purpose Project, Mathilda transforms plastic waste into fuel and engages communities in ocean-cleaning initiatives, demonstrating resilience, healing, and purpose-driven action.

Tan Yin Ling

As Co-founder of Cloop, Yin Ling challenges perceptions of fashion waste and sustainability, highlighting the importance of circular practices in the industry.

Jovena

A former corporate professional turned Forest Therapy Guide at Gentle Walks, Jovena models intentional living, inviting reflection on personal values and a slower, more mindful lifestyle.

HIGHLIGHTS OF THE YEAR



TZU CHI HUMANISTIC YOUTH CENTRE: FOSTERING YOUTH LEADERSHIP FOR SOCIAL GOOD

Programmes such as the SG Youth Action Plan and Youth Action Challenge demonstrate Singapore's commitment to nurturing the well-being of youths and unlocking their potential. Buoyed by HYC as a platform, our organisation is equally invested in moulding youths into compassionate and responsible leaders. More than just a physical space, HYC abounds with opportunities for growth, mentorship, volunteerism as well as community initiatives for youths to make meaningful contributions and hone their leadership qualities. Two of such initiatives include Tzu Chi International Youth Association (TIYA) Conference and Keen Hearts Internship Programme.

First-ever TIYA Conference in Singapore: Engaging over 150 youth leaders from 15 countries

Spurring collaboration and innovative thinking, TIYA Conference is an annual international platform that brings together young leaders aged 18 to 35 to advance action on five SDGs, foster cross-border dialogue, and co-create climate solutions. In 2025, its fourth edition was held in Singapore for the first time, taking place from 22 to 24 August 2025 at HYC.

Rich in immersive experiences, the conference featured a learning journey, plenaries, and discussions, culminating in the Action Plan Development: Youth for 2030 (SDG 17). Working in teams, participants formulated proposals to address real-world challenges in their home countries as well as across the region. Proposed solutions ranged from smart microgrids for rural towns to community-owned wind farms.

“

Even though I grew up in Singapore, I did not know much about the Orang Laut community. Through the Learning Journey, I learnt more about their history, including how Pulau Semakau used to be their home. The TIYA Conference allowed me to share my own experiences, as well as learn from others, broadening my worldview and giving me deeper insight into the realities faced by other countries.

**Youth Ambassador
Clarisha Tanadia Adrian Tan**

”



Learning Journey to Singapore Sustainability Gallery or Coastal Walk with Orang Laut

In partnership with Public Utilities Board, Marina Barrage, and Orang Laut SG



Power Shifts: Youth Reimagining Energy Systems

In partnership with panellists from the indigenous community, United Nations ESCAP, and eco-businesses



Catalysing Change: Outcomes-based Social Investing & Cross-border Capital for Sustainable Impact

In partnership with Asian Venture Philanthropy Network and Impact Hub



Cities Reborn: Youth Designing for People & Planet

In partnership with Buddhist Tzu Chi Charity Foundation, Singapore Red Cross Academy, and International Council of Voluntary Agencies

HIGHLIGHTS OF THE YEAR



The conference was replete with opportunities for youths to brainstorm sustainability-centric solutions. For instance, Yeow Shuen Yi (middle) and her team proposed installing piezoelectric floor tiles in high-traffic areas to generate electricity that could power streetlights.



Ms Goh Hanyan (third from right) was the Guest of Honour for the conference. CEO of Buddhist Tzu Chi Charity Foundation Mr Yen Po-Wen (second from right) gave the welcome address.



For one of the Learning Journeys, one group of participants explored the culture of the indigenous Orang Laut community.



The keynote discussions were illuminating, touching on topics from complexities of energy transitions to financing models that unlock accountability in addressing social challenges.



Besides donning their traditional costumes, participants also shared their heritage through performances at the Dinner & Cultural Exchange Night.

Notably, the enriching experience did not end when the conference concluded. Participants continued to be supported through capacity-building sessions and engagements with experts over four to 12 weeks, enabling them to carry their ideas forward and translate them into meaningful actions. They were also encouraged to enter their climate solutions in the Generation Hope Goals: Actions for the SDGs. The top five finalists would have the opportunity to present their solutions at the 13th Asia-Pacific Forum on Sustainable Development, taking place in Bangkok from 24 to 27 February 2026.

“ The cross-border dialogue among the youths and mentors from different countries is what made TIYA Conference so unique. It fosters awareness and a sense of camaraderie that might not have emerged otherwise. ”

Shaan Gom, Indigenous Youth Engagement & Empowerment Coordinator at the United Nations Development Programme (UNDP) Bangkok Regional Hub, served as a facilitator in the organising committee. He remarked that it was especially encouraging to see delegates from different countries collaborate on shared global challenges.



>150
youth delegates from
15 countries

156
crew members,
of whom
62 were youths

15
action plans
developed

6
mentors and
facilitators representing
government, academia,
civil society, and the
private sector



Scan the QR code
to watch highlights of
TIYA Conference 2025

HIGHLIGHTS OF THE YEAR

Keen Hearts Internship Programme: Developing compassionate youth practitioners

Besides major events such as the TIYA Conference, HYC's Keen Hearts Internship Programme (KHIP) provides continuous opportunities for youths to deepen their learning over time. Under the KHIP, interns are attached to the Kidz Hideout initiative, which supports children with social, emotional and behavioural challenges. Eunike Wungkana, a psychology and communications graduate, joined as an intern in 2025, and found her experience so meaningful that she chose to pursue full-time employment as a Youth Outreach Officer.

When she first joined, the space for Kidz Hideout was being revamped to accommodate a new cohort of children. Being involved in the renovation and expansion allowed her to understand how physical environments shape emotional well-being

and behaviour. One of the key spaces that stood out to her was the "Mr Monkey Corner", a private spot. "Here, a stuffed toy monkey acts as a play therapy tool. By observing what the children say or do with it, we gain insights into their emotional states and behaviours."

After the programme began, she was involved in outreach activities and facilitation, from preparing materials to supporting group sessions under the guidance of Clinical Child Psychologist Dr Seetha Subbiah and Charity Education Programme Lead Sharifah Faizah. She contributed to shaping a safe and consistent environment where children could slowly learn to trust, connect, and express themselves.

“

The most important thing we can do for these children is simply show up — to listen, to be present, and to make them feel seen and heard.

”

Eunike Wungkana

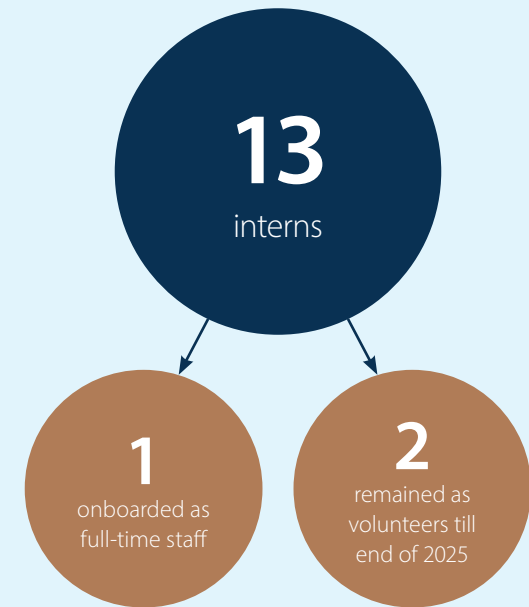




During her internship, Eunike had the chance to work directly with children.

Her internship experience was markedly different from her previous ones. She was given opportunities to open the sessions and lead daily emotion check-ins. One child, in particular, left a lasting impression on her. Often displaying a disruptive behaviour, he once brought self-made comics filled with themes of death, bullying, and the underworld. "I was initially taken aback by his vivid imagination," she shared, "but then I realised that actually, because I had spent much time building rapport with him, he trusted me enough to share the comics with me, and let me into his world."

What struck Eunike the most was how purposeful work can be. Before this, she had often felt uneasy about entering the workforce, having heard unpleasant accounts from her friends and seniors. Her time at KHIP, however, reshaped her perspective. "Coming from a psychology background, a lot of the things I learnt were theory based. But at Kidz Hideout, we come face to face with real people, with humanity, and I learnt that the work we do have real impact, not just on the children but also their families."



HIGHLIGHTS OF THE YEAR

LIVING ASSISTANCE ANALYTICS PILOT: ELEVATING EQUITABLE CARE THROUGH DATA-DRIVEN INSIGHTS

Master Cheng Yen teaches that financial assistance should be given with the intention of truly easing hardship. The aim is not merely to meet basic needs, but to provide sufficient support so that beneficiaries have greater cash flow for medical expenses, nutritious meals, and participation in social activities. This guidance is particularly relevant as the cost of living in Singapore continues to rise, and many Tzu Chi beneficiaries require additional support to make ends meet.



During the hackathon, NTU students explored how Big Data could enhance decision-making in living assistance allocation.

Bridging human judgement in decision-making

At Tzu-Chi Foundation (Singapore), Charity Leaders are responsible for assessing the level of living assistance required by beneficiaries. This comes after home visits and a careful understanding of each beneficiary's financial situation, particularly their income-to-expenditure gap. While they share a common commitment to care and adhere to established guidelines, there is no consensus on what constitutes an adequate standard of living.

One Charity Leader may opine that younger beneficiaries should be able to secure employment and therefore recommend a lower level of assistance, while another reviewing the same case may advocate for greater financial support. In addition, Singapore's north zone tends to have a higher proportion of young families, while the south zone has a greater concentration of elderly residents. The Charity Development Department (CDD) observed that when beneficiaries relocate across zones, they may receive different levels of living assistance despite unchanged circumstances, due to variations in assessment perspectives across Charity Leaders.

To address these inconsistencies in outcomes, the CDD launched the Living Assistance Analytics Pilot Project. The initiative was first conceptualised through an insightful hackathon organised in collaboration with Nanyang Technological University (NTU). During the hackathon, five teams explored the problem statements and examined diverse applications of machine learning within the context of social services.

A tool that enhances decision-making

Building on the insights generated from the hackathon, the CDD developed a practical tool powered by machine learning. It focuses primarily on two key variables: the income-to-expenditure gap and household size. As a result, factors such as an individual's ability to work or family background no longer unduly influence assistance recommendations. Decisions are guided by a combination of objective assessment and compassionate understanding, ensuring that support is both fair and responsive to each individual's circumstances.

As our organisation is funded by public contributions, Charity Leaders exercise careful stewardship of resources and often engage in extensive panel discussions on assistance amounts, which may at times span several hours. There were times when consensus could not be immediately reached.

The pre-trained prediction model therefore serves as a consistent, data-backed reference point to guide discussions when opinions differ. By anchoring deliberations around a shared benchmark, it helps reduce manhours and support Charity Leaders in reaching consensus more efficiently.



“

When it comes to determining financial assistance quantum, there are many variables we consider, such as whether a beneficiary has family support. Even personal perspectives can differ — as Tzu Chi volunteers, we tend to follow the path of frugality and may feel that beneficiaries can or should manage with less. Yet the reality is that the cost of living has continued to rise, and can sometimes spike due to broader macroeconomic conditions. With this tool, we are given a data-informed reference point that helps us reflect on the adequacy of our recommendations.

Low Ching Chew, Charity Leader

”

Further development

Since its launch, the web-based interface has undergone a few iterations. A mobile-friendly version has also been introduced, allowing Charity Leaders to input case profile data directly while on the ground. It is especially helpful for newly appointed Charity Leaders, who usually defer to their seniors during assessments. With this reference readily available at their fingertips, they are better equipped to form their own assessments with greater confidence, all while staying aligned with a benchmark that is applied consistently across all zones.

To ensure continued relevance and accuracy, new case data is regularly fed into the model for retraining. This allows the system to evolve over time by incorporating newly approved cases that reflect changing real-world conditions. As a result, the model remains dynamic, with its predictive performance continually improving, allowing us to respond more effectively to the evolving needs of those we serve.

STANDING ON THE SHOULDERS OF GIANTS

As Singapore celebrated its 60th anniversary in 2025, it invited reflection on the lives and sacrifices of those who came before us. The nation we know today was built through perseverance, courage, and an unwavering commitment to building a better future.

Our organisation's journey mirrors this progress. Our staff and volunteers possess a deep sense of dedication, giving their time and energy with sincerity and compassion. Together, their efforts form a collective strength that uplifts lives and brings hope to the community.

From the many stories of service, humanity and kindness, here are just a few who have walked the Tzu Chi Path, discovering purpose in contributing to society while transforming their own lives.

Mr Low Swee Seh, CEO of Tzu-Chi Foundation (Singapore)

Born during the British colonial era into a financially struggling family with five siblings, Mr Low learnt the meaning of resilience from a young age. As the eldest son, he helped his father to deliver newspapers every day.

Driven by an inherent entrepreneurial mindset, a young Mr Low boldly started a renovation company despite having no capital, experience, or connections. As Singapore gained independence and developed rapidly, his business grew and expanded into the construction sector, contributing to major national projects such as MRT stations, hospitals, hotels, ITE campuses, and Mediapolis at one-north.

The 1997 financial crisis, however, brought him to the brink of bankruptcy. This difficult period prompted him to reflect deeply on life and purpose, opening the door to a new chapter.

In 2003, he was introduced to Tzu Chi through its Children's Class, and soon after he joined the Global Jing Si Retreat for Entrepreneurs. Inspired by its values, he became a volunteer. In 2012, at the peak of his career, he made the remarkable decision to step away from his lucrative business and wholeheartedly serve as CEO of Tzu-Chi Foundation (Singapore).

Under his leadership, the Foundation continuously strived to improve its services, even launching numerous establishments such as the world's first Tzu Chi Humanistic Youth Centre. Leading with humility and compassion, he sets an example by hunkering down to undertake cleaning duties. Today, his days are more packed than ever, yet he continues to work without slowing down.



Scan the QR code
to watch Mr Low Swee Seh's
life story





Sim Cher Chian, Volunteer

Cher Chian's story is a reminder that even in a prosperous country like Singapore, there are lives that can still slip through the cracks.

His childhood was marked by instability and a fractured family background. After his father's business failed and his parents separated, he and his older brother moved between homes before staying with their grandparents. When their grandparents passed away, they returned to his father's household, where they were subjected to harsh punishments.

Cher Chian eventually ran away from home and lived on the streets, where he befriended other youths. Together, they strayed down a harmful path, even joining a secret society. Theft and fights became a norm, and he was frequently detained by the police.

A turning point came when his Secondary 1 science teacher took him in, offering stability and care. He went on to complete secondary school, though he later dropped out of polytechnic. National Service helped guide him on to a more disciplined path. Despite being promoted to Master Sergeant, he made the decision to leave the armed forces. He later completed a diploma programme and started his own businesses.

Seventeen years after their first parting, Cher Chian reunited with his teacher, who introduced him to Tzu Chi. Inspired by the Foundation's spirit of selfless giving, the business owner now carves out time to volunteer at major events. Having emerged from a turbulent past, Cher Chian takes pride in making a better life for himself and not letting his teacher down.



Scan the QR code
to read Cher Chian's story

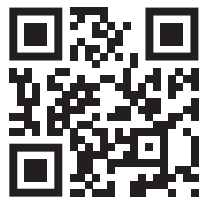


Keng Lim, Deputy CEO of Tzu-Chi Foundation (Singapore)

Born in 1956, Keng Lim is part of Singapore's founding generation. The son of a bar and nightclub owner, he became an entrepreneur at 28, founding a travel agency that later expanded to Australia. By 36, he had achieved financial freedom, yet he often asked himself, "What is the meaning of life?"

In 2001, while in Sydney's Chinatown, a Tzu Ching performance poster caught his attention. Curious, he attended the event, marking the beginning of his connection with Tzu Chi. He soon became a volunteer, visiting Aboriginal communities to distribute food and offer care in areas affected by poverty.

Returning to Singapore in 2003, he devoted himself to the Foundation's work. He always believes that when it comes to doing good, he must always be present. In 2009, he became General Manager, and in 2024 was appointed Deputy CEO, helping to shape our organisation's mission with utmost dedication.



Scan the QR code to read Keng Lim's story



Dr Edwin Lim Boon Howe, Medical Consultant at Lakeside Family Medicine Clinic and Head of Medical Services

Dr Edwin's very first involvements with Tzu Chi were with the Tzu Chi International Medical Association (TIMA) as a volunteer doctor. He took part in overseas medical missions, and later served at Tzu Chi's first Free Clinic in Chinatown in 2004. These experiences illuminated the concept of humanistic healthcare for Dr Edwin.

Outside of Tzu Chi, Dr Edwin ran his own private practice. Despite professional success, he often felt that something was amiss. Many of his patients were vulnerable seniors, and he saw firsthand how gaps in healthcare affected their daily lives. He wanted to contribute to society on a bigger scale.

When the opportunity arose to head the Foundation's Medical Services Division, he made the decision to leave a promising medical career to serve full-time in Tzu Chi. His ability to secure government support has helped the Foundation build a comprehensive ecosystem of healthcare services, ranging from Food Farmacy to SEEN and the Community Dental Centre.



Scan the QR code to read Dr Edwin's story

HIGHLIGHTS OF THE YEAR



Nancy Tan, Home Care cum Palliative Care Nurse

When she was 11, Nancy witnessed her father's struggle with cancer, including moments when he was not always handled with care and gentleness. The experience left a lasting impression that shaped her lifelong commitment to nursing.

She went on to spend 39 years working in both public hospitals and a private clinic.

In 2014, her journey with Tzu Chi began when her husband, who was a part of the Tzu Chi Entrepreneur Group, introduced her to the Foundation. When a position in home care became available, she chose to take a leap of faith. It was here she discovered the deeper meaning of human touch in healthcare — the personal moments that bring comfort and dignity to patients.

Even with a wealth of experience in nursing and caring for patients from all walks of life, Nancy says her time with Tzu Chi has renewed her drive, giving her a greater sense of purpose.



Scan the QR code to read Nancy's story

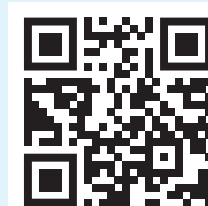


Fang Yuting, Tzu Chi Commissioner

In 2003, before Yuting entered university, she came across a Taiwanese magazine feature about how volunteers from the Buddhist Tzu Chi Charity Foundation transformed the life of an impoverished family. Deeply moved, she joined the Singapore branch of Tzu Chi without hesitation.

That same year, she took the initiative to set up the Tzu Ching Club at Singapore Management University even though she was just a freshman. As President, she organised visits to the Singapore Leprosy Relief Association, food fairs to raise awareness on plant-based diets, youth empowerment seminars as well as fundraising efforts for TIMA's overseas medical missions.

Today, her dedication to Tzu Chi has spanned over 20 years. She continues to conduct care visits to beneficiaries on Tzu Chi Charity Day, where she offers a listening ear, helps ease concerns, and identifies areas where additional support may be needed. She also serves in the Training Group to nurture new volunteers.



Scan the QR code to read Yuting's story



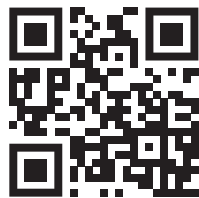
Chang Nyuk Mui, Staff at Lakeside Family Medicine Clinic

Nyuk Mui grew up in an impoverished family of nine on a rubber estate in Melaka, Malaysia. From a young age, she helped her family make ends meet through rubber tapping and wood chopping.

In 1988, she came to Singapore with just 50 Malaysian ringgit. She began work as a factory operator and lived in a dormitory with eleven others. Through perseverance, she advanced in her career and eventually became the only female team leader in her second company, an aircraft parts factory.

The passing of her father in 1994 left a deep emotional wound that lasted over a decade. A turning point came in 2006 when she encountered Tzu Chi. Through Buddhist teachings, she learnt to release her grief.

Since then, she has devoted herself to charity home visits, environmental work, and free clinics. Though frugal in her personal life, she is generous when it comes to giving back. She is a four-time Tzu Chi Honorary Board Member — an honour conferred each time a donation of NT\$1 million (approximately S\$42,000) is made to Tzu Chi.



Scan the QR
code to read
Nyuk Mui's story



Lai Shiew Mei, Volunteer

Originally from Melaka, Shiew Mei once worked as a nurse in a private hospital in Kuala Lumpur before moving to Singapore in 2017. She is now an Assistant Nurse Clinician in a neonatal ICU, a role she says allows her to care closely for her patients.

As a single mother, she faces the challenge of balancing demanding shift work with family responsibilities. Due to her irregular working hours, her daughter is cared for by her parents in Melaka. Juggling multiple commitments, she travels frequently between Singapore and Malaysia to care for her daughter while also supporting her ageing and frail parents.

Despite her gruelling schedule, she continues to give back as a Tzu Chi volunteer. She is an advocate for environmental protection and volunteers at a Tzu Chi Eco Point. Each month, she also visits Tzu Chi care recipients at their homes, offering companionship, checking on their well-being, and providing support where needed.



Scan the QR
code to watch
Shiew Mei's story

FUNDRAISING



A Culture of Collective Giving, A Sustained Movement for Good

Tzu-Chi Foundation (Singapore) continues to be anchored by the compassion of our volunteers and the generosity of our donors. Guided by the timeless spirit of the “Bamboo Bank Era”, we remain committed in our belief that charitable giving is not defined by the size of a donation, but by the sincerity of the heart behind it. This philosophy continues to inspire a culture of collective giving, where every individual contribution plays a meaningful role in relieving suffering and nurturing hope within the community.

In 2025, amidst a complex operating and economic environment, our donors and partners stood firmly with us. Their trust and support enabled us to sustain our charitable works, strengthen our organisational capabilities, and continue serving those in need with dignity and respect. We extend our deepest gratitude to everyone who has walked this journey with us.

Overview of Fundraising Performance

For the financial year ended 31 December 2025, Tzu-Chi Foundation (Singapore) raised a total of \$11.87 million in donations (2024: \$11.86 million), reflecting consistent fundraising performance year-on-year. This sustained support underscores the trust and confidence placed in the organisation by individuals, corporations, and institutions committed to advancing a more compassionate and inclusive society.

In line with our commitment to prudent financial management and accountability, fundraising activities were conducted with a strong emphasis on cost efficiency and governance. Our fundraising efficiency ratio for 2025 was 4.3%, demonstrating that fundraising expenses remained well below the benchmark set out under Singapore’s Charity Reporting & Governance Guidelines. We continue to ensure that the maximum proportion of funds raised is directed towards programme delivery and mission-related activities.

All fundraising activities conducted during the year complied with the Charities Act 1994 and its subsidiary regulations, including the Charities (Fund-Raising Appeals for Local and Foreign Charitable Purposes) Regulations. No commercial fundraisers were engaged during the year.

Use of Funds Raised

All unrestricted funds raised through our online fundraising initiatives and Flag Day collections were channelled into the Charity Development Fund, which supports our five core pillars of Charity, Medicine, Education, Humanistic Culture, and Environmental Sustainability. These missions guide our holistic approach to serving communities, addressing immediate needs while fostering long term well-being and resilience.

Beyond programme and service delivery, the Charity Development Fund also supports essential organisational capabilities, including volunteer development, digital infrastructure, governance systems, and operational resilience. These foundational elements strengthen our ability to deliver high-quality services, respond effectively to emerging needs, and ensure the long-term sustainability and impact of our charitable works.

Fundraising Highlights of 2025

A. SYNC. Festival – Inaugural Community Outreach with a Fundraising Element

In 2025, Tzu-Chi Foundation (Singapore) launched SYNC. Festival, an inaugural community outreach initiative designed to engage the wider public — particularly youths, young families, and first-time supporters — through an immersive, humanistic experience anchored in charitable purpose.

Designed to connect values with action, SYNC. Festival combined interactive experiences and community engagement to introduce participants to our missions, guiding principles, and spirit of volunteerism. The festival sought to foster awareness, inspire compassion, and encourage shared responsibility for sustainable well-being for both individuals and the environment.

Anchored by a three-day physical event held at the Tzu Chi Humanistic Youth Centre from 4 to 6 July 2025, the festival brought together 219 volunteers, 34 Zero Market partners, 30 SYNC. Village partners, 99 youths, and over 1,000



walkers. Collectively, participants clocked more than 3,000 kilometres, raising approximately \$30,000 through the generosity of 60 corporates, entrepreneurs, and major donors who pledged \$10 per kilometre. Together with complementary fundraising efforts, the festival raised over \$1 million in support of our Education and Environmental Sustainability efforts.

As a first-of-its-kind initiative for the organisation, SYNC. Festival marked an important step in extending engagement beyond traditional fundraising formats. The positive response provided valuable insights to guide future outreach and engagement strategies, strengthen community partnerships, and explore integrated approaches that unite public education, volunteerism, and philanthropy on a single platform.

B. Digital Fundraising Initiatives

Digital fundraising continued to play a key role in 2025, allowing the organisation to reach donors more effectively while maintaining transparency, accessibility, and operational efficiency. With the ongoing support of Tote Board's Enhanced Fundraising Programme, our digital campaigns benefited from matched funding, amplifying the impact of every donation received.

During the year, the organisation conducted a total of five online fundraising campaigns, focused on raising awareness and support for our core missions. These campaigns were delivered through a combination of our online donation platform, social media outreach, digital communications, and community engagement initiatives.

- **SYNC. Festival:** The festival was featured as part of the organisation's online fundraising efforts in 2025. Conducted from 7 April to 15 August 2025, the campaign leveraged digital donation channels to complement its community engagement objectives, enabling supporters to contribute conveniently while aligning with the festival's focus on sustainable well-being for both individuals and the environment. Together

with complementary fundraising efforts, over \$1 million was raised to support the organisation's Education and Environmental Sustainability efforts, demonstrating the effectiveness of integrating outreach-driven narratives with accessible online fundraising platforms.

- **Bridges of Hope:** The campaign was conducted from 16 August to 15 September 2025 and raised approximately \$250,000 to support low-income families facing illness or permanent disability, where medical needs and caregiving responsibilities often create prolonged financial and emotional strain. Funds raised support essential medical subsidies and the provision of critical supplies such as adult diapers, wound care items, and nutritional supplements, which are delivered monthly by trained volunteers who also conduct home visits to check on beneficiaries' well-being. Through this integrated approach of material support and humanistic care, the campaign helped ease daily challenges, uphold dignity, and bring comfort to families navigating illness at home.
- **Guardians of the Earth:** Conducted from 29 August to 31 October 2025, the campaign raised

over \$2 million to support the organisation's long-term environmental education and outreach initiatives. The campaign highlighted our commitment to environmental sustainability through platforms such as the Glow On Gallery at Yishun, 36 island-wide Eco Points, and community-based learning experiences that promote conscious living and care for the planet. Funds raised will support gallery operations, programme development, volunteer training, and the gradual expansion of eco-education into schools and communities. Through sustained public education, volunteer engagement, and hands-on environmental action, the campaign contributed to nurturing future-ready, eco-conscious citizens and advancing the organisation's Environmental Sustainability initiatives. The organisation also extends its sincere appreciation to a major donor whose generous contribution significantly supported this campaign and strengthened its overall impact.

FUNDRAISING

- **Season of Giving – Every Step of the Way:**

The campaign was conducted from 1 to 31 December 2025 as part of our year-end online fundraising efforts, raising over \$550,000, with additional matching support from Tote Board. The campaign invited the community to journey alongside individuals and families in need, highlighting the organisation’s Charity Mission of providing financial assistance, medical aid, education support, and emotional care. Anchored by the campaign video “I’ll be with you every step of the way”, which shared the story of a beneficiary supported through holistic care, the initiative underscored the importance of compassion, dignity, and sustained support. Funds raised will enable the organisation to continue walking alongside over 1,000 individuals annually, supporting the sick, elderly, students in need, and families in crisis through its integrated programmes.

- **Entrepreneurs for Humanity:** Conducted from 24 December 2025 to 31 March 2026, the campaign raised over \$490,000. Led by Tzu Chi’s entrepreneurial volunteers, it was anchored in the belief that true success is measured by the lives we uplift, and sought to engage corporate partners and business leaders during the year-end and festive season in supporting meaningful causes. Contributions support the

organisation’s efforts in providing medical aid, education support, financial assistance, and community care for individuals and families in need. Through collective giving and purpose-driven partnerships, the campaign strengthened support for vulnerable communities and advanced the organisation’s goal of building a more caring and resilient society.

We are sincerely grateful for the strong support received, including significant contributions from major donors, and matched funding from Tote Board’s Enhanced Fundraising Programme. In total, we have raised approximately \$4.5 million. While this reflects an exceptional outcome for the year, the organisation remains focused on building a broad and sustainable base of community support for the long term. Total fundraising expenses incurred for these online initiatives amounted to approximately \$230,000, reflecting prudent cost management and resource optimisation.

C. Tzu Chi Flag Day

We held our annual Flag Day on 13 September 2025, rallying over 790 volunteers across the island to support fundraising activities as well as logistics and administrative operations. The event remained an important platform for

engaging the public, raising awareness of our charitable work, and strengthening community bonds.

Building on previous years’ digital transformation efforts, we continued to offer donors cashless giving options, including PayNow and digital wallet payments. These platforms complemented traditional collection methods, providing donors with a secure and convenient way to contribute.



Despite the increasing shift towards digital payments, the heart of Flag Day remained unchanged, which was reflected in the warmth, sincerity, and dedication of our volunteers, who reached out to the community with smiles, gratitude, and purposeful engagement.

Flag Day 2025 raised approximately \$172,000, with total expenses of approximately \$430. All proceeds are channelled towards supporting the organisation’s charitable initiatives.



D. Donor Appreciation and Engagement

In 2025, we adopted a more intentional approach to donor appreciation and engagement, focusing on more personalised and meaningful interactions that foster deeper connections and dialogue. These initiatives were designed to express our gratitude, strengthen trust, and provide donors with closer insights into the impact of their support.

Through donor appreciation gatherings, donors had the opportunity to connect more closely with our volunteers, and to gain a deeper understanding of the programmes and communities they support. We also continued to recognise our honorary donors through dedicated engagements, acknowledging their sustained contributions and reaffirming our shared commitment to compassion and social responsibility.

These efforts reflect our belief that meaningful relationships are built not only through large-scale events, but also through genuine, sustained engagement. By creating space for closer interaction and shared reflection, we continue to nurture a strong sense of partnership and stewardship with our donors in advancing our charitable missions.

Navigating Challenges with Integrity and Resilience

The fundraising environment in 2025 continued to be shaped by economic uncertainty, inflationary pressures, and evolving donor expectations. Against this backdrop, the organisation remained focused on strengthening donor confidence through transparency, governance, and consistent delivery of meaningful impact.

A significant proportion of our donations continued to come from individual donors, reflecting strong grassroots support and the enduring relevance of collective giving. This broad-based donor support underscores the trust placed in the organisation to manage funds responsibly and deploy them where they are most needed.

FUNDRAISING

Looking Ahead

As we look towards the future, Tzu-Chi Foundation (Singapore) remains committed to upholding the highest standards of governance, accountability, and stewardship. We will continue to enhance our digital fundraising capabilities, deepen community engagement, and strengthen partnerships to ensure the sustainability and impact of our charitable work.

Inspired by the Jing Si Aphorism, "Charity is not exclusive to the rich; anyone with a willing heart can give", we move forward with gratitude and renewed dedication. With the continued support of our donors, volunteers, and partners, we will persevere in alleviating suffering, nurturing compassion, and creating positive change for generations to come.



Local Charity Programmes



Medical Services



Promotion of Humanistic Culture and Educational Programmes

GIVING BACK

Let us share our blessings with the people around us and keep the support going strong by showing our love and kindness. Your donations will support Tzu-Chi Foundation (Singapore) to serve the needy. You can donate via the following channels:

DONATION PORTAL



[foundation.tzuchi.org.sg/
Donation/DonateNow](https://foundation.tzuchi.org.sg/Donation/DonateNow)

GIVING.SG



[giving.sg/tzu-chi-
foundation-singapore](https://giving.sg/tzu-chi-foundation-singapore)

OTHER WAYS OF DONATING



tzuchi.org.sg/en/donate

* All donations made to Tzu-Chi Foundation (Singapore) are eligible for IRAS tax deduction of 2.5 times the amount donated. To obtain a tax deduction, please provide your full name in English, identification number (NRIC/FIN/UEN), and mailing address.

CORPORATE GOVERNANCE



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BOARD OF DIRECTORS



Board Composition

The Board of Directors comprises a minimum of 10 governing board members who are elected at every alternate Annual General Meeting. The majority of board members are Singapore Citizens.

The Board includes the following office holders:

- President
- Secretary
- Deputy Secretary
- Treasurer
- At least six Ordinary Board Members

Clearly defined roles and responsibilities are established for all board positions to ensure effective governance, accountability, and oversight. The Board is supported by committees established to assist in the discharge of its governance responsibilities.



Responsibilities

The Board has a pivotal responsibility in steering Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (“Tzu-Chi Foundation (Singapore)”, the “organisation”) towards sustainability, while ensuring that best practices across relevant sectors are adhered to. The Board also seeks to foster a sound corporate governance culture through the ongoing enhancement of the organisation’s internal control framework. In addition, it ensures that adequate resources are made available and that these resources are properly and efficiently managed to support the charitable objectives and operational needs of the organisation.

Before the commencement of each financial year, the Board considers and approves the annual budget, and conducts regular reviews and approvals of management reports. The Board also oversees expenditure in relation to the approved budget, and reviews and approves all major new programmes, initiatives, and transactions.

To ensure adherence to all applicable laws, rules, and regulations, including the Code of Governance for Charities and Institutions of a Public Character,

the Board revised the Board Governance Policy during the financial year 2024 and ensures that effective governance processes are in place within the organisation. The Board delegates the organisation’s daily operations to the management team, which is led by the Chief Executive Officer (CEO). The CEO and his management team engage the Board and its committees for consultation when necessary. The Board further ensures that the financial statements comply with the requirements of the Societies Act, Charities Act, and the Financial Reporting Standards (FRS) in Singapore.

In line with its commitment to organisational excellence, Tzu-Chi Foundation (Singapore) has, over the past decade, progressively strengthened its corporate governance practices. Significant resources have been committed annually towards this objective, with a focus on enhancing resource management (including manpower) and reinforcing a strong internal control environment. Initiatives to train the workforce, improve and automate operational processes are being carried out in a sustainable manner, and such initiatives will continue in the years ahead.



Board Selection and Nomination

As part of the organisation's succession planning efforts, the Board, together with the CEO and his management team, continually identifies and considers potential candidates for board appointment. As and when board vacancies arise or are anticipated, the Nomination Committee assesses the Board's requirements for specific competencies, experience, resources, or skills to ensure an appropriate balance and effectiveness of the Board. In its evaluation, the committee also considers the candidate's character, integrity, and willingness to serve on a voluntary basis without remuneration.

Potential candidates are initially identified and put forward to the Nomination Committee for consideration. The committee conducts interviews with suitably qualified individuals who have expressed their willingness to be considered for board appointment. Following this process, the Nomination Committee recommends shortlisted candidates to the Board for final approval.



Induction and Training

All newly appointed board members undergo a structured induction programme to familiarise themselves with the organisation's vision, missions, objectives, strategic priorities, programmes, activities, and governance framework.

To remain updated on developments within the social service and charity sectors, board members are encouraged to participate periodically in relevant training programmes organised for board members of charity organisations in Singapore.



Conflict of Interest

All board members serve in a voluntary capacity without remuneration. They are required to avoid both actual and perceived conflicts of interest. Where a board member has a personal interest in any matter involving the organisation, such interest must be promptly declared to the Board. The affected member is required to abstain from deliberations and decision-making on the relevant

matter. The Board is responsible for determining whether such conflicts may compromise the member's continued independence.



Performance Evaluation

A formal board evaluation is conducted once every two years, in line with the board term, and includes both self-assessments by individual board members and an overall evaluation of board performance. The purpose of this evaluation is to assess the Board's effectiveness and to identify areas for improvement, thereby supporting continuous enhancement of board performance. The Nomination Committee takes the evaluation outcomes into consideration in its planning for future board appointments.



Board Re-Nomination and Re-Appointment

All board members are subject to re-nomination and re-appointment at least once every two years. Existing board members are notified of

CORPORATE GOVERNANCE

their eligibility for re-nomination and may choose to accept or decline the re-appointment. Upon acceptance, the names of re-nominated board members are tabled at the Annual General Meeting (AGM) for approval by the members of Tzu-Chi Foundation (Singapore) for the ensuing board term.



Succession Planning

The Board places importance on leadership renewal and has adopted a maximum board tenure of 10 years, in accordance with the revised Code of Governance issued in April 2023. The Nomination Committee leads the succession planning process and periodically reviews the Board's composition to ensure an appropriate balance of independent members, as well as a diverse range of skills, expertise, experience, and attributes.

As part of succession planning, the Nomination Committee proactively identifies and evaluates potential board candidates, taking into account their qualifications, interest, and availability to serve. Individuals with suitable credentials may be invited to serve as committee members for a

defined period prior to being considered for board nomination.

In support of transparency, the organisation commits to disclosing the reasons for retaining any board member who has served more than 10 consecutive years. In addition, the annual report will include disclosure of the organisation's succession planning approach, underscoring its commitment to sound and effective governance.



Risk Management and Internal Controls

The Board recognises its responsibility for overseeing the organisation's risk management and internal control systems to safeguard the assets, reputation, and sustainability of Tzu-Chi Foundation (Singapore). With the support of the Audit Committee and Management, the Board ensures that appropriate policies, procedures, and controls are in place to manage key risks and support the organisation's objectives.

The organisation adopts a structured approach to risk management, including the identification, assessment, monitoring, and mitigation of significant risks across its operations. Key risk areas include financial management, regulatory compliance, operational processes, information security, and reputational risks. Management implements these processes, while the Board and Audit Committee provide oversight through regular reviews.

The internal control framework provides reasonable assurance on financial reporting, safeguarding of assets, operational effectiveness, and compliance with applicable laws and policies. While no system can eliminate all risks, the Board believes the existing framework provides reasonable assurance that material risks are appropriately managed with the organisation's interests protected.

BOARD OF DIRECTORS PROFILES

Name	Current Occupation	Previous Occupation	Previous Offices Held At The Organisation, Period	Designation, Related Entity ¹
Tan Yong Kwang, Alex (President)	Associate Professor, Tzu Chi University, Taiwan	Assistant Professor, Tzu Chi University, Taiwan (2017-2023)	Board Member, from 28 June 2023 to 30 June 2024	Director, Buddhist Tzu Chi Merit Organization (Singapore) Ltd.
Yan Su Yuan (Secretary)	Full-Time Volunteer	Head of Department of Humanistic Culture Development Department; Head of Department of Continuing Education Centre Employer: Buddhist Compassion Relief Tzu-Chi Foundation (Singapore) (2010 – 2016)	Board Secretary, since 1 July 2016	Company Secretary, Fuhui Books & Cafe Pte. Ltd.
Chee Kim Huei (Deputy Secretary)	Financial Advisor (Self-Employed)	Finance Manager, Financial Controller, Vice President of Finance Employer: ASTI Holdings Limited (2000 – 2018)	Board Treasurer, from 30 August 2020 to 30 June 2024	None
Mai Ah Ngo (Treasurer)	Executive Director, Teckwah Industrial Corporation Pte. Ltd.	Executive Director, Teckwah Industrial Corporation Pte. Ltd., since 1982	None	None
Chen, Yi-Hua	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2014	None	None
Lin, Su-Yun	Finance Department Director, Buddhist Tzu Chi Charity Foundation, Taiwan	Finance Department Director, Buddhist Tzu Chi Charity Foundation, Taiwan, since 1990	Board Member, from January 2003 to 29 August 2020	None
Ng Chuan Lim	Managing Director, APICO Holdings Pte. Ltd.	Managing Director, APICO Holdings Pte. Ltd., since 2013	Board Member, since 1 July 2016	None
Ng Gaik Pei	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan Head of Finance, Jing Si Pureland Co., Ltd., Taiwan	Buddhist Monastic, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2016 Head of Finance, Jing Si Pureland Co., Ltd., Taiwan, since 2016	Board Member, since 30 August 2020	None

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Name	Current Occupation	Previous Occupation	Previous Offices Held At The Organisation, Period	Designation, Related Entity ¹
Sim Sem Peng	Chairman, Malayan Daching Co Pte Ltd	Chairman of Malayan Daching Co Pte Ltd since 1990	Deputy Secretary, from 1 July 2016 to 30 June 2024	None
Siew Pei Fung	Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan	Overseas Affairs Supervisor, Buddhist Tzu Chi Charity Foundation, Taiwan, since 2007	Board Member, since 1 July 2018	None
Teo Siew Leng	Executive Director, Zero Spot Laundry Service Pte Ltd	Executive Director, Zero Spot Laundry Service Pte Ltd, since 1989	None	None

¹ – Related entities of Tzu-Chi Foundation (Singapore) are:

- A) Buddhist Tzu Chi Merit Organization (Singapore) Ltd.;
- B) Fuhui Books & Cafe Pte. Ltd.; and
- C) Buddhist Tzu Chi Charity Foundation, Taiwan.

Members of the 13th Board were elected on 29 June 2024 during the Annual General Meeting with the term from 1 July 2024 to 30 June 2026.

Directors' Attendance at Board Meetings (for the financial year ended 31 December 2025)

Name	No. of meetings held	No. of meetings attended
Tan Yong Kwang, Alex (President)	4	4
Yan Su Yuan (Secretary)	4	4
Chee Kim Huei (Deputy Secretary)	4	4
Mai Ah Ngo (Treasurer)	4	4
Chen, Yi-Hua	4	4
Lin, Su-Yun	4	4
Ng Chuan Lim	4	4
Ng Gaik Pei	4	4
Siew Pei Fung	4	4
Sim Sem Peng	4	4
Teo Siew Leng	4	3

The Board held a total of four meetings in the financial year 2025.

Dates of Board Meetings	Attendance
29 May 2025	100%
30 June 2025	91%
22 September 2025	100%
1 December 2025	100%

As at 31 December 2025, we do not have any Board members who have served for over 10 consecutive years.

COMMITTEES

The Board has established seven committees, each chaired by a board member to assist in overseeing its functions and executing the responsibilities. All committees are elected for a two-year term. They are empowered by the Board to decide matters within their terms of reference and decisions shall be referred to the Board for approval. Committee meetings are held periodically during the financial year.

Committees from 1 January 2025 to 31 December 2025

Audit Committee

Chairman	Chee Kim Huei
Member	Lim Chee Wah
Member	Lin, Su-Yun
Member	Ng Gaik Pei
Member	Ong Wee Heng

Finance Committee

Chairman	Mai Ah Ngo
Member	Chee Kim Huei
Member	Lin, Pi-Yu
Member	Low Swee Seh
Member	Ong Wee Heng
Member	Sok Hang Chaw

Fundraising Committee

Chairman	Teo Siew Leng
Member	Keng Lim @ Lim Wei Kheng
Member	Low Swee Seh
Member	Mai Ah Ngo
Member	Ng Chuan Lim
Member	Sim Sem Peng
Member	Sok Hang Chaw

Human Resource Committee

Chairman	Yan Su Yuan
Member	Chang Chung Kuei-Chen
Member	Keng Lim @ Lim Wei Kheng
Member	Lew Loon Keong
Member	Low Swee Seh
Member	Tan Yong Kwang, Alex
Member	Toh Kim Kiat

Investment Committee

Chairman	Ng Chuan Lim
Member	Lin, Su-Yun
Member	Low Swee Seh
Member	Ong Wee Heng
Member	Sim Sem Peng
Member	Sok Hang Chaw
Member	San Chye Tin

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Nomination Committee

Chairman	Lin, Su-Yun
Member	Chen, Yi-Hua
Member	Ng Gaik Pei
Member	Siew Pei Fung
Member	Tan Yong Kwang, Alex

Programmes Committee

Chairman	Sim Sem Peng
Member	Beh Keng Hua
Member	Chang, Horng-Lin
Member	Chen, Yi-Hua
Member	Hsu Tun-Ying
Member	Kerk Chu Meng
Member	Low Swee Seh
Member	Luar Siok Hong

The activities of each committee during the financial year are as follows:

1. Audit Committee

The Audit Committee reviews the annual financial statements and internal control procedures. The review focuses on changes in accounting policies and practices, major judgemental and risk areas, significant adjustments resulting from the audit, compliance with accounting standards, and compliance with Societies Act, Charities Act and other relevant regulations.

The revised Code of Governance for Charities and Institutions of a Public Character was released on 4 April 2023. Since the financial year 2023, the committee provided oversight and guidance to the relevant staff to prepare

for compliance with the new Code, effective from 1 January 2024. Based on our self-assessment, we have achieved full compliance in 2025.

In the financial year 2025, the committee continued to focus on enterprise-wide risk assessment, Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT) compliance, internal audit, and the effectiveness of internal controls and policies. During the year, the organisation reviewed and updated its AML/CFT Policy and implemented necessary measures to strengthen compliance. Independent auditors also conducted internal audit reviews, and management is taking steps to implement the recommended improvements to enhance internal controls. In addition, IT policies and procedures are strengthened to better manage cybersecurity and personal data protection risks.

2. Finance Committee

Recognising the organisation's IPC status and its continued growth as a large charity, the Finance Committee was established in 2024 to provide dedicated oversight of financial matters, advise Board on financial priorities, and support financial sound guidance.

In the financial year 2025, the committee reviewed budget variances, monitored expenditure alignment with strategic objectives, and guided improvements in financial reporting and accountability.

3. Fundraising Committee

The Fundraising Committee develops and proposes annual fundraising plan to the Board, which includes the objectives, contents and budgets of respective activities. In view of the development of Tzu-Chi Foundation (Singapore) with new proposed establishments, the committee continues to actively seek grants and subsidies from government agencies as well as

contributions from private donors and organisations.

In the financial year 2025, the committee continued to access grant funding under the Enhanced Fundraising Programme administered by the Tote Board. Through this programme, eligible public donations received during the year were matched in accordance with their prevailing matching requirements and conditions. These consistent fundraising efforts have enabled us to continue providing aid to the needy community in the long term.

In addition, the committee recognised the risk of reliance on a limited number of major donors. To address this, the committee continues to strengthen donor outreach, retention and appreciation efforts to ensure meaningful engagement with existing supporters. At the same time, it seeks to identify and reach untapped donor segments to broaden the donor base and diversify funding sources. Through these initiatives, the committee aims to build a more sustainable and resilient financial foundation to support the organisation's long-term missions.

4. Human Resource Committee

The Human Resource (HR) Committee reviews and updates human resource policies to align with industry best practices, ensuring the organisation remains competitive in attracting, managing, and retaining talent — a key challenge in the non-profit sector. In response, the committee works closely with management to strengthen talent retention strategies and enhance the organisation's position in the labour market.

In the financial year 2025, the committee provided oversight and guidance to the HR team in the implementation of a comprehensive appraisal and bonus scheme which recognises staff performance and their contributions

towards the organisation's charitable missions. The organisation continued to prioritise staff welfare, promoting employee well-being and reinforcing its commitment to a supportive and holistic work environment.

Looking ahead, the committee has identified the development of a structured training and development plan, along with clear career pathways for employees at all levels, as a key focus for future initiatives.

5. Investment Committee

The Investment Committee reviews investment policies and guidelines. The committee also implements investment strategies and monitors the overall investment portfolio to achieve the investment objectives.

In the financial year 2025, the committee reviewed the organisation's investment strategy and timeframe, ensuring alignment with the parameters set in the investment policies. The committee maintained diligent oversight of investments while balancing operational cash flow needs to support the organisation's financial sustainability.

6. Nomination Committee

The Board recognises the importance of maintaining an appropriate balance in its composition, including board structure, size, gender diversity and a broad range of expertise, skills and experience. This balance enables constructive dialogue and strengthens the quality of oversight and guidance provided to the organisation. The Nomination Committee oversees the processes for the selection, nomination and appointment of board members in accordance with its terms of reference, which include considerations such as board size and tenure limits. The committee also reviews the independence of directors to ensure that board members continue to

CORPORATE GOVERNANCE

exercise objective judgement and carry out their duties in alignment with the organisation's missions and objectives.

During the financial year 2025, two of our three preschools attained Partner Operator (POP) status. In view of this development, the Board established a separate legal entity to oversee these centres. This milestone reflects the organisation's commitment to providing high-quality and accessible early childhood education, and underscores the trust placed in us by the families we serve. The Nomination Committee supported this transition by identifying and recommending individuals with relevant expertise and experience to serve on the Board of the new entity, for the Board's consideration.

In addition, a key strategic decision was made during the year to transition the organisation from a registered society to a Company Limited by Guarantee (CLG). After careful evaluation, the Board concluded that a CLG structure would better support the organisation's evolving scale, governance requirements and long-term sustainability. Following approval from existing board members to proceed with the establishment of the new CLG, the Nomination Committee identified and recommended suitable individuals to serve as prospective board members of the new entity. These appointments aim to bring complementary skills and fresh perspectives to strengthen governance and support the organisation's continued growth and impact.

7. Programmes Committee

The Programmes Committee reviews activities, programmes and projects to ensure that they comply with the existing government laws and are consistent with our missions and objectives.

Since the financial year 2023, the Programmes Committee has collaborated closely with the Fundraising Committee, acknowledging the significance of comprehensive planning and budgeting for the annual programmes. This concerted effort ensures that the Fundraising Committee can develop fundraising initiatives tailored to meet the financial requirements of these programmes.

In the financial year 2025, the Programmes and Fundraising Committees successfully launched the inaugural SYNC. Festival, a community outreach initiative that brought together youths, families and supporters in support of the organisation's charitable mission. The event strengthened public engagement and expanded outreach to new donor segments, while promoting sustainable well-being and community participation. Through this initiative, the committees build a broader base of support for the organisation's programmes and enhanced fundraising efforts.

The Programmes Committee continues to collaborate closely with Management and staff to identify opportunities for engagement and partnerships with like-minded organisations. These collaborations aim to expand volunteering opportunities and enhance the organisation's outreach efforts.

POLICIES

Policy on Conflict of Interest

All board members, Management, staff, and volunteers (including full-time volunteers involved in administrative duties) are required to familiarise themselves with the Conflict of Interest Policy and to sign an annual declaration, including at the point of recruitment or appointment, as confirmation that they have read and understood the policy. Whenever an actual or potential conflict of interest arises, full disclosure must be made promptly to the Board or Management, as appropriate.

Whistleblowing Policy

The Whistleblowing Policy is made available on the organisation's official website. This policy provides a confidential channel for staff, volunteers, and external parties to report concerns relating to possible misconduct, including issues involving procurement, asset management, financial reporting, or other improper practices.

Under this policy, staff, volunteers, and external parties may submit reports or observations regarding suspected wrongdoing via email to the Chairman of the Audit Committee. All whistleblowing reports are reviewed by the Audit Committee Chairman to ensure independent evaluation, appropriate investigation, and timely resolution of the matters raised.

Human Resource Policy

The Human Resource (HR) Policy and Staff Handbook guide the organisation's human resource management and operations, ensuring compliance with applicable laws and regulations in Singapore. These documents promote a culture of compliance while supporting a trusted and empowering work environment, taking into account prevailing market practices. Management and the Human Resource Department conduct regular reviews to ensure the continued relevance and effectiveness of the handbook and HR practices.

The financial year 2025 marked a period of purposeful progress and transformation for the organisation. At the heart of this journey are our people; we remain committed to their professional growth, holistic well-being, and the recognition of their unwavering dedication. In the Mission of Medicine, we sustained critical support for our nursing workforce through shift and specialisation allowances, while simultaneously future-proofing our workforce through targeted investments in AI and digital solutions, and leadership development on the organisational level.

To further drive organisational excellence, we enhanced our performance management framework. This initiative reinforces clarity of expectations and consistency in evaluation, ensuring a stronger alignment between individual contributions and our strategic priorities. These efforts foster a culture of accountability, continuous development, and fair recognition across the organisation.

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Procurement Policy

The Procurement Policy provides a strong governance framework that upholds integrity, transparency, fairness, and accountability across all procurement activities. In 2025, our procurement function remains focused on enabling mission delivery through responsible stewardship of resources, robust controls, and effective collaboration.

Procurement practices are guided by a commitment to value for money across the full procurement lifecycle, from planning and sourcing to contract and asset management. Clear approval authorities, documented procedures, and consistent application of standards support sound decision-making, minimise risk, and ensure compliance with relevant laws, regulations, and internal requirements.

In line with organisational priorities, procurement processes are continuously refined to promote consistency, reduce rework, and improve operational efficiency. We place greater emphasis on clarity of requirements, predictable workflows, and proactive support for departments, enabling timely procurement while maintaining appropriate governance.

We continue to strengthen digital enablement and data-informed decision-making to enhance visibility, traceability, and process efficiency. At the same time, sustainability and responsible procurement considerations are increasingly integrated into sourcing decisions, supporting environmental stewardship and ethical supply practices where practicable .

We review the Procurement Policy periodically to remain responsive to evolving organisational needs and regulatory developments. Through disciplined governance, continuous improvement, and responsible resource management, procurement continues to serve as a key enabler in supporting our missions and long-term sustainability.

Volunteer Management Policy

Tzu Chi volunteers, known as “volunteers with a mission” (志工), embody the values of kindness, compassion, joy, and selflessness. Tzu Chi volunteers serve selflessly to fulfil the organisation’s missions by internalising the values of honesty, integrity, faith, and steadfastness.

The Volunteer Management Policy outlines the significance of providing comprehensive care and support to volunteers throughout their entire volunteering journeys. This includes engaging volunteers effectively, developing their capabilities through structured internal training programmes, and fostering their personal and leadership growth.

The journey of a volunteer is supported by the Volunteer Leadership Framework, termed the “4-in-1 Cohort”, which organises all volunteers into different community leadership teams and roles, i.e. the Unity, Harmony, Caring, and Effort teams. The policy also details the code of conduct, discontinuation criteria, and the secure management of volunteers’ data through the Volunteer Management System in fostering a cohesive and principled volunteer community aligned with the organisation’s missions and core values.

Reserves Policy

We have established a Reserves Policy to provide clear guidance on the management of the reserves and to give assurance to stakeholders that we prudently manage the reserves with a defined approach to building and maintaining reserves. The reserves support the organisation's financial stability and are intended to meet potential increases in operating costs arising from expansion and development, thereby safeguarding long-term sustainability.

The Board of Directors regularly reviews the adequacy of the reserves in relation to the organisation's ongoing obligations. Efforts have been made to strengthen the organisation's financial resilience, with a long-term target of attaining a reserve ratio of 2.5 times the annual operating expenditure. As at the financial year 2025, the organisation's reserves amounted to \$48.33 million, which is sufficient to cover approximately 2.24 years of annual operating expenditure.

The organisation's reserves position for the financial year ended 31 December 2025 is as follows:

	2025 S\$'000	2024 S\$'000	Change %
A Unrestricted Funds (General Fund)	48,325	45,371	6.51%
B Restricted Funds & Designated Funds	4,402	4,247	3.65%
C Endowment Funds	NA	NA	NA
D Total Funds (A + B + C)	52,727	49,618	6.27%
E Total Annual Operating Expenditure	21,537	18,853	14.24%
F Ratio of Unrestricted Funds to Annual Operating Expenditure (times) (A/E)	2.24	2.41	(7.05%)

GOVERNANCE EVALUATION CHECKLIST

Annually, Tzu-Chi Foundation (Singapore) performs the governance evaluation on the extent of its compliance with the essential guidelines in the Code of Governance for Charities and IPCs. The Governance Evaluation Checklist for the

period from 1 January 2025 to 31 December 2025 can also be viewed on the Charity Portal www.charities.gov.sg after 30 June 2026.

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each board member. All board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes
	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only:		
10	a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes

CORPORATE GOVERNANCE

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 2: The charity has an effective Board and Management.			
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes
13	<p>The term limit for all board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all board members:</p> <p>a. Should the board member leave the Board for less than two years, and when he/she is being re-appointed, the board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 2: The charity has an effective Board and Management.			
For Treasurer (or equivalent position) only:			
14	d. A board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.	2.9d	Yes
	i. The board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.		
Principle 3: The charity acts responsibly, fairly and with integrity.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes
17	Ensure that no board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes

CORPORATE GOVERNANCE

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 4: The charity is well-managed and plans for the future.			
	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.		
21	a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes
	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.		
	b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as:		
22	i. Revenue and receipting policies and procedures;	4.1b	Yes
	ii. Procurement and payment policies and procedures; and		
	iii. System for the delegation of authority and limits of approval.		
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 4: The charity is well-managed and plans for the future.			
25	<p>Set internal policies for the charity on the following areas and regularly review them:</p> <ul style="list-style-type: none"> a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection. 	4.4	Yes
26	The charity's Audit Committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes

CORPORATE GOVERNANCE

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes
29	Generally, board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each board member.	5.2	Yes
30	<p>The charity should disclose the following in its annual report:</p> <p>a. Number of board meetings in the year; and</p> <p>b. Each board member's attendance.</p>	5.3	Yes
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes

S/N	Call for Action	Code ID	Did the charity put this principle into action? (Yes/ No/ Partial Compliance)
Principle 5: The charity is accountable and transparent.			
33	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>a. Record relevant discussions, dissenting views and decisions in the minutes of general and board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.</p>	5.6a	Yes
34	<p>Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively.</p> <p>a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.</p>	5.6b	Yes
35	<p>Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.</p>	5.7	Yes
Principle 6: The charity communicates actively to instil public confidence.			
36	<p>Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).</p>	6.1	Yes
37	<p>Listen to the views of the charity's stakeholders and the public and respond constructively.</p>	6.2	Yes
38	<p>Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.</p>	6.3	Yes

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of Financial Position

	2025 S\$'000	2024 S\$'000	Change %
Non-Current Assets	41,180	36,199	13.76%
Current Assets	20,255	24,217	(16.36%)
Total Assets	61,435	60,416	
Non-Current Liabilities	3,265	3,102	5.25%
Current Liabilities	5,443	7,696	(29.27%)
Total Liabilities	8,708	10,798	
Net Assets	52,727	49,618	6.27%

Statement of Changes in Accumulated Funds

	2025 S\$'000	2024 S\$'000
Balance as at 1 January	49,618	46,318
Surplus	3,109	3,300
Balance as at 31 December	52,727	49,618

Statement of Cash Flows

	2025 S\$'000	2024 S\$'000	Change %
Net cash effect of operating activities	2,023	7,850	(74%)
Net cash effect of investing activities	(5,072)	(16,816)	(70%)
Net cash effect of financing activities	(1,108)	(1,257)	(12%)
Net change in cash and cash equivalents	(4,157)	(10,223)	
Cash and cash equivalents as at 1 January	21,858	32,081	
Cash and cash equivalents as at 31 December	17,701	21,858	

The full set of audited financial statements is available at <https://www.tzuchi.org.sg/en/about-us/tzu-chi-foundation-singapore/annual-report/> to save printing costs as well as to care for the environment.

FINANCIAL STATEMENTS

Statement of Financial Activities

	2025			2024			Change %
	Total Unrestricted Fund S\$'000	Total Restricted Fund S\$'000	Total Fund S\$'000	Total Unrestricted Fund S\$'000	Total Restricted Fund S\$'000	Total Fund S\$'000	
Incoming Resources							
Voluntary Income	7,242	-	7,242	10,478	-	10,478	(30.88%)
Charitable Activities Income	10,356	-	10,356	9,534	-	9,534	8.62%
Funds Generating Activities	4,746	-	4,746	1,496	-	1,496	217.25%
Interest Income	1,161	-	1,161	1,156	-	1,156	0.43%
Sundry Income	361	-	361	520	-	520	(30.58%)
Government Grants	625	2,992	3,617	266	2,435	2,701	33.91%
Other Funding	-	-	-	-	2	2	(100.00%)
Amortisation of Deferred Capital Grants	4	413	417	4	369	373	11.80%
Total Incoming Resources	24,495	3,405	27,900	23,454	2,806	26,260	6.25%
Resources Expended							
Cost of Generating Voluntary Income/Fundraising	511	-	511	319	6	325	57.23%
Cost of Charitable Activities	16,146	3,243	19,389	14,232	4,090	18,322	5.82%
Administrative Expenses	4,884	7	4,891	4,305	8	4,313	13.40%
Total Resources Expended	21,541	3,250	24,791	18,856	4,104	22,960	7.97%
Surplus/(Deficit)	2,954	155	3,109	4,598	(1,298)	3,300	(5.79%)

KEY HIGHLIGHTS AND FINANCIAL PERFORMANCE ANALYSIS

Incoming Resources

Total incoming resources increased by 6.2%, rising from \$26.3 million in 2024 to \$27.9 million in 2025. The growth of \$1.64 million was primarily driven by significantly higher fund-generating activities and increased government grants, partially offset by a decline in voluntary income.

1. Funds Generating Activities

Income from funds generating activities surged by 217.4% (\$3.25 million), driven by stronger participation in organised fundraising efforts. A total of eight fundraising campaigns were reported in 2025, raising \$4.75 million, compared to five campaigns raising \$1.5 million in 2024. This includes campaigns that commenced in 2024 but were completed and recognised in the 2025 financial year. This reflects enhanced donor engagement and the effectiveness of structured, campaign-based fundraising initiatives.

2. Voluntary Income

In contrast, voluntary income decreased by 30.9%, from \$10.5 million to \$7.2 million, mainly due to a shift in support from major donors, who increasingly channelled their contributions through organised fundraising campaigns under funds generating activities.

3. Charitable Income

Charitable income increased by 8.6%, from \$9.5 million to \$10.4 million, reflecting continued growth in service delivery. This was primarily driven by sustained demand for Intermediate and Long-Term Care (ILTC) services, including renal dialysis and home care services, which collectively grew by 53.4% (\$0.9 million) to \$2.8 million.

In contrast, income from children and youth programmes, declined by 6.7%, from \$3.5 million to \$3.3 million, representing a decrease of \$0.24 million. The decline was mainly attributable to two of the three preschool centres, which recorded a combined reduction of \$0.27 million in school fees.

The decline reflects broader challenges in the preschool sector, including increased competition from government-supported operators, rising operating costs, and softer enrolment levels.

4. Other Income

Other income increased by 16.9%, from \$4.75 million to \$5.56 million, an increase of \$0.8 million. This was largely driven by higher government grants, which rose by 31.1%, from \$3.1 million to \$4.0 million, supporting the expansion of community care programmes such as Active Ageing Centres (AACs).

FINANCIAL STATEMENTS

Resources Expended

Total resources expended increased by 8.0% (\$1.83 million), from \$22.9 million to \$24.8 million in 2025.

The increase was primarily driven by expanded programme activities, with 58.3% of the total growth attributable to the cost of charitable activities, followed by administrative costs at 31.5%, and costs of generating voluntary income and fundraising at 10.2%.

1. Cost of Charitable Activities

A total of \$19.4 million was spent on executing charitable activities, an increase of 5.8% (\$1.07 million) from the previous year. The growth reflects continued expansion and strengthening of key service areas, consistent with the increase in charitable income.

Community care services, which expanded in outreach and programmes support to beneficiaries, grew by 79.6% (\$0.85 million) to \$1.91 million in 2025. During the year, a new annex was added to the Active Ageing Centre in Jurong West, enhancing service capacity.

Intermediate and Long-Term Care (ILTC) services increased by 13.8% (\$0.54 million); of which, renal dialysis services, which recorded significant growth, increased by 23% (\$0.47 million), driven by increased delivery of renal dialysis services.

2. Administrative Costs

Administrative costs increased by 13.4% (\$0.58 million) to \$4.9 million, mainly due to higher staff costs and operating overheads required to support growing operations.

Surplus and Reserves

The organisation recorded an overall surplus of \$3.1 million, compared to \$3.3 million in 2024, representing a moderate decrease of 6%. The decline in surplus was mainly due to increased operating and manpower costs to support the expansion in the organisation's medicine and education missions.

The Unrestricted Fund grew to \$48.3 million, up from \$45.4 million, reflecting a stronger overall financial position of the organisation. Correspondingly, the reserves ratio moderated from 2.41 times to 2.24 times, in line with higher operating expenditure during the year. It remains within a prudent level to support operational sustainability.

Investment Activities

The organisation continued to adopt a prudent and low risk investment strategy, focused on preserving reserves and supporting long term financial sustainability.

Total investments in bonds increased from \$31.4 million to \$36.4 million in 2025, reflecting continued placement of funds into fixed income instruments. All bond investments are classified as Level 1 securities, and the portfolio remains well diversified across various sectors, contributing to a balanced and resilient risk profile.

Interest income remained stable at \$1.16 million, supported by consistent returns from held-to-maturity securities and fixed deposits.

STAFF REMUNERATION OVERVIEW

The number of staff whose remuneration exceeded \$100,000 during the year is as follows:

	2025	2024
\$100,000 to \$200,000	8	6

Note 1

In both financial years 2025 and 2024, these staff are not governing board members.

Note 2

There are no paid staff who are close members of the family of the management team and governing board members, nor whose remuneration each exceeds \$50,000 during the year.

Note 3

No governing board members are remunerated.

Note 4

No staff is involved in setting their own remuneration.

To care for the environment, we have uploaded the full set of audited financial statements on our website. Scan the QR to view the statements.





佛教慈濟慈善事業基金會(新加坡)

BUDDHIST COMPASSION RELIEF TZU-CHI FOUNDATION (SINGAPORE)