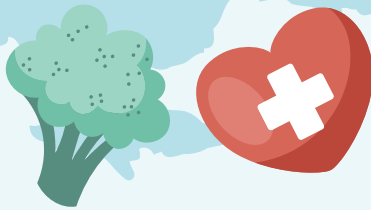




BUILDING A SUGAR SMART NATION TOGETHER

Annual Report 2025





VISION

To lead the fight against diabetes by championing early detection and to empower individuals to live healthier, fuller lives



MISSION

To collaborate with partners to raise diabetes awareness and facilitate early detection of diabetes in the community
To advocate for education and access to care for all individuals affected by diabetes
To empower individuals to live healthy, fulfilling lives free from diabetes-related complications



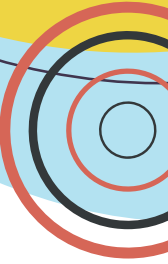
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PRESIDENT'S MESSAGE



“
2025 has been a year marked by purposeful transformation and renewed momentum in our mission to prevent and manage diabetes across Singapore.
”

Building on the foundation laid in recent years—where we worked to bring diabetes care closer to where people live, work, and gather—we continued to expand our presence in communities and strengthen the systems that support healthier living.

This year, we proudly launched Sugar Smart Nation, a national movement designed to empower Singaporeans with the knowledge, tools, and everyday habits necessary to reduce sugar consumption and prevent diabetes. The response from the public, partners, and volunteers has been deeply encouraging. Their enthusiasm reinforces our belief that sustainable change can only be achieved when the whole community moves together toward healthier choices.

We are heartened by the growing support from our healthcare partners, grassroots leaders, and corporate collaborators. In 2024, Diabetes Singapore broadened our outreach across hawker centres, community clubs, religious institutions, and neighbourhood hubs, reflecting our commitment to making preventive care accessible and relevant to Singaporeans from all walks of life. These efforts continue into 2025 as we scale and deepen our community engagement initiatives.

Aligned with Healthier SG, our focus on prevention has never been stronger. We are expanding our Diabetic Retinal Photography (DRP), Diabetic Foot Screening (DFS), and nurse counselling services to ensure early detection,

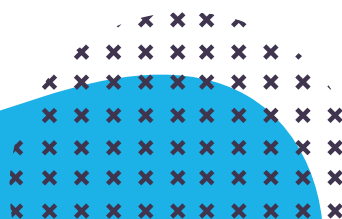
continuous support, and personalised guidance remain within reach for those who need them most. Our mobile teams and satellite units which bring services directly into the heart of communities, on top of our 2 Diabetes Centres @ Jurong West and Boon Keng—have played a pivotal role in strengthening accessibility and will continue to anchor our preventive care strategy.

Our progress is only possible because of the unwavering dedication of our staff, volunteers, and partners. Their commitment reflects our shared values of compassion, accountability, and empowerment—values that drive us toward a Singapore where individuals and families can live a healthier, fulfilled life.

As we look ahead, we will continue strengthening our capabilities, scaling proven initiatives, and cultivating partnerships that bring fresh perspectives and solutions. Together, we will build a more inclusive, healthier and sugar smarter nation.

Thank you for your trust and support.

Dr Bee Yong Mong
President
Diabetes Singapore



EXECUTIVE DIRECTOR'S MESSAGE



“
Over the past year, Diabetes Singapore has continued its steadfast commitment to supporting individuals, families, and communities affected by diabetes.
”

Guided by our mission to improve lives through education, care, and empowerment, we have worked closely with our partners to strengthen programmes that promote better self-management, early intervention, and long-term well-being.

This year marks an important milestone for us as we are **proud to launch the Sugar Smart Nation Movement**—a collective effort to encourage the public to better understand, monitor, and take control of their blood sugar levels. Knowing one's blood sugar is a crucial first step towards preventive care and healthier choices. Through this movement, we aim to raise awareness, inspire action, and empower individuals to take charge of their health, because better blood sugar control is a vital pathway to better health.

Our progress would not have been possible without the unwavering support of our community. I extend my **heartfelt appreciation to our donors**, whose generosity enables us to sustain and expand our programmes. To our **volunteers**, thank you for your dedication, compassion, and tireless service—your commitment brings our mission to life every day. To our **members and partners**, your trust and belief in our work continue to motivate us to do better and reach further.

As we look ahead, Diabetes Singapore remains committed to deepening our impact, strengthening collaboration, and driving meaningful change. Together, we are not only supporting healthier lives for individuals living with or at risk of diabetes, but also contributing to the vision of **a healthier Singapore for all**.

Thank you for being part of our journey.

Together, we can create lasting impact—one healthier life at a time.

Priscilla Gan
Executive Director
Diabetes Singapore



OUR SERVICES

Providing Coordinated Care in Alignment to Healthier SG and Strengthening Support for Primary Care



2 Mobile Screening Buses



Satellite Operations

Diabetic Retinal Photography



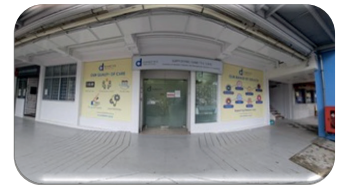
Diabetic Foot Screening



Nurse Counselling



HBA1C Testing



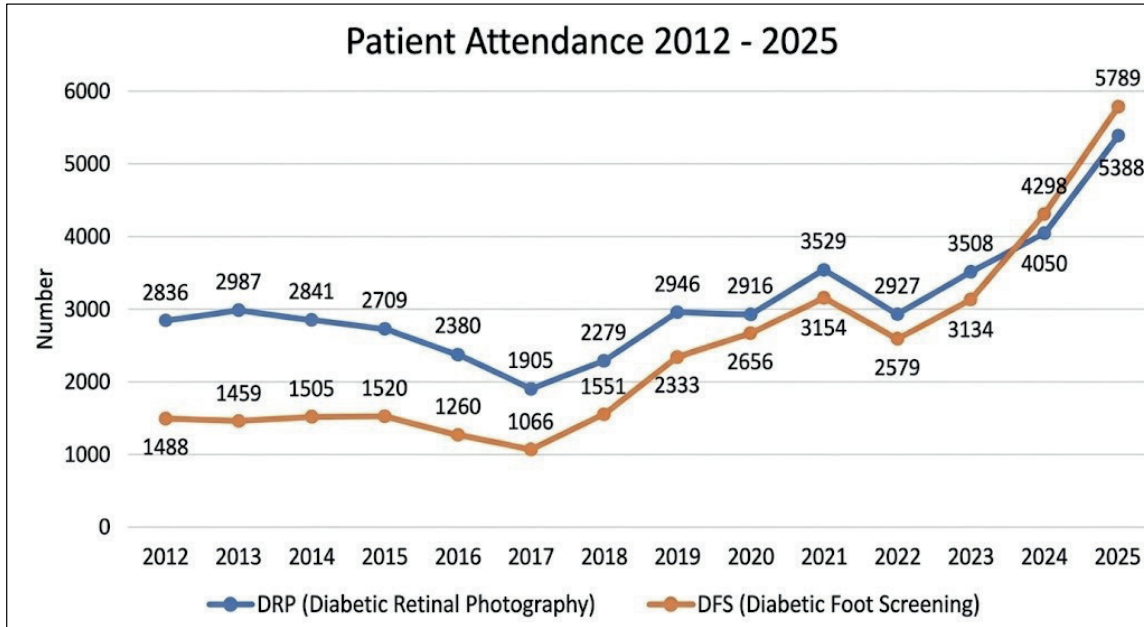
Boon Keng Centre



Jurong West Centre

Diabetes Singapore is committed to keeping care accessible. Our core services - Diabetic Retinal Photography (DRP), Diabetic Foot Screening (DFS), and Nurse Counselling (NC) - are designed to support individuals at every step of their health journey. We deliver these services through our centres in Boon Keng and Jurong West, and in neighbourhoods via two mobile screening buses and satellite operations.

SERVICE PERFORMANCE



DRP: +33.0%

DFS: +34.7%



In 2025, we witnessed an encouraging shift in how the community embraces early detection, resulting in a significant increase in uptake for DRP and DFS services. Over the year, patient attendance for DRP rose by 33.0%, reaching 5,388 individuals. Similarly, our DFS screenings saw a 34.7% increase, serving 5,789 people.

This surge aligns with the Healthier SG initiative that DS supports, which encourages preventing the onset of chronic diseases before they take root. By stepping up our satellite operations, we have reduced barriers to these screening services, bringing preventive care into our communities.



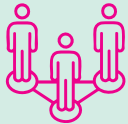
18 January 2025

Yuhua Prosperity Rice Distribution For Seniors

Venue: **Yuhua Community Club**

Organiser: **People's Association, Yuhua Constituency Office**

Diabetes Singapore supported the Yuhua Prosperity Rice Distribution for Seniors, an annual community event held in conjunction with the Chinese New Year period to recognise and appreciate seniors aged 60 and above living in Yuhua. Through its participation, Diabetes Singapore contributed to community engagement efforts by providing health education and outreach tailored to seniors, reinforcing the importance of preventive care and healthy lifestyle choices in later life. The collaboration reflected a shared commitment to caring for seniors while fostering inclusivity and community well-being.



Connecting with the Community by fostering meaningful connections through active participation.



Encouraging Contribution via collaboration to co-create impactful programs for our shared future.



Showing Care through inspiring acts of kindness and support for the vulnerable in our society.

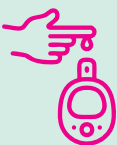
26 February 2025

PCN

Venue: **Serangoon Community Centre**

A New Vision, A Renewed Mission!

At Diabetes Singapore, we are stepping up the fight against diabetes with a bold new vision and mission!



Leading the fight against diabetes by championing early detection.



Collaborating with partners to raise awareness and facilitate screenings in the community.



Advocating for education and access to care for all individuals affected by diabetes.



Empowering individuals to live healthier, fulfilling lives free from complications.

As part of a renewed vision and mission, Diabetes Singapore continued efforts to strengthen community outreach through collaboration with Primary Care Networks (PCNs). The programme at Serangoon Community Centre focused on fostering meaningful community connections, encouraging collaboration among partners, and demonstrating care for vulnerable populations.

The initiative also supported early detection efforts by raising awareness and facilitating diabetes screenings within the community. By utilising Serangoon Community Club instead of relying solely on mobile buses, Diabetes Singapore implemented an alternative screening model that brought services closer to residents and General Practitioners (GPs). This approach improved accessibility and resulted in two mobile-bus caseloads being successfully managed without the deployment of mobile buses. The experience contributed to ongoing exploration of scalable community-based healthcare delivery models.



24 February 2025

Diabetes Singapore x GSK Collaboration Facebook post for Shingles Awareness Week 2025

In conjunction with Shingles Awareness Week 2025, Diabetes Singapore collaborated with GSK on a digital awareness initiative aimed at highlighting the personal risk and severity of shingles, particularly among individuals with comorbidities such as diabetes. The campaign unified voices across multiple sectors to encourage public understanding of shingles risk and promoted a strong call to action for individuals to consult their doctors about shingles prevention. The collaboration also emphasised how ageing and diabetes may increase vulnerability to shingles and its associated complications.



22 February 2025

Healthier SG GP Town Hall 2025

Venue: **Suntec Singapore Convention & Exhibition Centre**

Organiser: **Agency for Integrated Care**

The Healthier SG GP Town Hall 2025 was co-hosted by the Agency for Integrated Care and the Ministry of Health. The town hall brought together General Practitioners from the Healthier SG network to celebrate their contributions to primary care transformation while providing updates on Healthier SG development plans and the evolving primary care landscape. The event was attended by approximately 800 participants and provided an important platform to align healthcare partners around national preventive health priorities.



22 February 2025

Kampong Fiesta @ Eunos

Venue: **Eunos Cultural Centre**

Organiser: **People's Association, Eunos CC**

The Kampong Fiesta @ Eunos brought together various community partners to showcase programmes and resources aimed at supporting seniors. The event reinforced the shared belief that just as a kampong supports the upbringing of a child, it also plays an important role in enabling seniors to age gracefully and actively within their community.



1 March 2025

BUZUD visit to Diabetes Singapore

Venue: **Diabetes Singapore Boon Keng**

Diabetes Singapore hosted members of its Diabetes Support Group during the BUZUD visit, focusing on programme planning and community engagement. The session involved discussions on reimagining programmes that support healthier lifestyles through structured exercise, lifestyle coaching, and the use of technology. The engagement contributed to shaping the roadmap for the year ahead.

A support group is more than just a gathering—it's a lifeline for those managing diabetes. It offers:



Emotional support - A safe space to share, connect, and uplift one another.



Peer learning & motivation - Real-life experiences and practical tips to manage diabetes better.



Self-management skills - Empowering individuals to take control of their health.



Community advocacy - Raising awareness and making diabetes education accessible to all.



Caregiver inclusion - Strengthening support systems at home and beyond.

3 March 2025

MKT555 Social Media Marketing in Practice Course

Venue: **Singapore University of Social Sciences**
Organiser: **Singapore University of Social Sciences**

Innovating Diabetes Awareness with Future Marketers!

Diabetes Singapore partnered with the Singapore University of Social Sciences as part of the MKT555 Social Media Marketing in Practice course led by Associate Professor Ada Wong. Through this collaboration, adult learners engaged with Diabetes Singapore to explore the application of digital platforms in health advocacy.

Students gained hands-on experience in website design, content development, YouTube marketing, video storytelling, and social media campaign planning across multiple platforms. The engagement supported Diabetes Singapore’s strategic objectives while encouraging the development of impactful diabetes awareness campaigns driven by emerging marketing professionals.



This collaboration marks a significant step in DS’s new vision and mission:



Raising awareness and facilitating early detection of diabetes in communities



Advocating for education and access to care for all individuals affected by diabetes



Empowering people to lead healthier, diabetes-free lives

Why Social Media Matters in the Fight Against Diabetes?

As part of the Diabetes Initiative, we’re working with adult students to think outside the box-leveraging digital storytelling, data-driven engagement, and fundraising strategies to make an impact. The students in this course are gaining hands-on experience in:



Website design & content creation



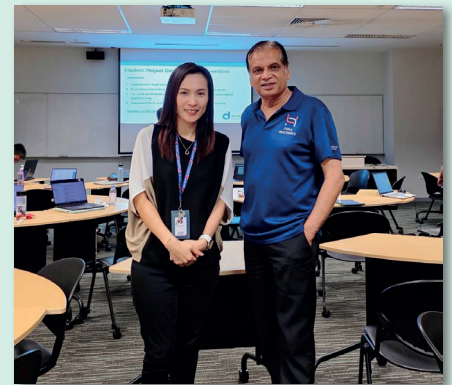
Social media ad campaigns on Facebook, Instagram, and LinkedIn



YouTube marketing & video storytelling



Targeting & retargeting audiences for engagement and outreach



Diabetes Singapore presented insights on:



Who we are & our mission to fight diabetes



Our current and future marketing needs



Our target audience groups-from at-risk individuals to healthcare professionals, youth, and families



Expanding our social media reach beyond Facebook, Instagram, LinkedIn & YouTube-exploring TikTok, Telegram & podcasting

7 March 2025

TOPCON & Singhealth DOT PCN visit to Diabetes Singapore

Venue: **Diabetes Singapore @ Jurong West**

Strengthening Partnerships for a Healthier Singapore!

Diabetes Singapore hosted TOPCON and SingHealth DOT PCN for a strategic engagement focused on strengthening partnerships in diabetes care. Discussions centred on integrating technology, enhancing clinical services, and optimising healthcare delivery. The visit reinforced efforts to build a more proactive, personalised, and impactful diabetes care ecosystem aligned with national healthcare goals.

Through these collaborations, DS is:



Fostering innovation by integrating cutting-edge technology into diabetes management



Enhancing service efficiency to improve patient outcomes and accessibility



Aligning with national healthcare goals to build a sustainable, community-centric model of care



8 March 2025

Yuhua International Women's Day 2025

Venue: **Yuhua Community Club**

Organiser: **People's Association, Yuhua Constituency Office**

Diabetes Singapore supported Yuhua International Women's Day 2025, an annual event celebrating women's achievements. The engagement addressed rising diabetes risk among women and supported community outreach activities suitable for a female-centric audience. Themes included community connection, collaborative contribution, and compassionate care for the vulnerable, aligning with broader SG60 community objectives.



Connecting with the Community by fostering meaningful connections through active participation.



Encouraging Contribution via collaboration to co-create impactful programs for our shared future.



Showing Care through inspiring acts of kindness and support for the vulnerable in our society.



9 March 2025

Singapore Women's Festival 2025

Venue: **Woodlands Galaxy Community Club**

Organiser: **People's Association, Sembawang West Constituency Office**



The Singapore Women's Festival 2025, held in celebration of International Women's Day, marked its sixth year as an annual community initiative for women residents in Sembawang GRC and took place on Sunday, 9 March 2025, at Woodlands Galaxy Community Club, featuring a full-day programme from 10.00am to 5.00pm that included morning workout sessions, women's health talks in the afternoon, and concurrent workshops and informative booths. Diabetes Singapore participated in the festival, contributing diabetes education and outreach through health talks and engagement booths aimed at raising awareness of diabetes prevention and management, while encouraging women participants to prioritise health, wellness, and informed lifestyle choices as part of their overall well-being.

7-10 April 2025

IDF World Diabetes Congress 2025

Venue: **Global Village, Bangkok**

Organiser: **International Diabetes Federation**

7 April 2025



Diabetes Singapore participated in the IDF World Diabetes Congress 2025, which brought together over 6,300 healthcare professionals, researchers, and advocates from more than 160 countries and territories, all dedicated to shaping the future of diabetes prevention and care. The congress served as a global platform for knowledge exchange, collaboration, and the sharing of best practices across the diabetes community.

At the opening ceremony, International Diabetes Federation President Professor Peter Schwarz welcomed participants and marked the beginning of the congress, setting the stage for discussions focused on advancing diabetes care worldwide. This was followed by a welcome reception where delegates, including representatives from Diabetes Singapore, connected with peers and partners around shared goals and a common commitment to driving meaningful change.

The scientific programme commenced with sessions covering topics such as artificial intelligence in diabetes care, epidemiology, complications management, and other emerging areas in research and clinical practice. These sessions provided valuable insights into current trends and future developments shaping diabetes care globally.

Throughout the congress, the Industry and Satellite Symposia offered platforms for the presentation of groundbreaking innovations and emerging solutions, contributing to a dynamic and engaging programme. The IDF 2025 Exhibition opened during the congress, providing opportunities for participants to explore the latest diabetes technologies at industry partner stands, engage with IDF member associations at the Global Village, and attend sessions at the Diabetes Spotlight. The digital poster area showcased research findings by highly rated abstract authors across nine E-Poster stations.

The first day of the congress also featured the release of the 11th edition of the IDF Diabetes Atlas. The latest data highlighted that one in nine adults worldwide is living with diabetes, with more than 40% of cases remaining undiagnosed. Congress sessions provided deeper context on these findings, including global prevalence trends and projections, underscoring the urgent need for continued prevention and early detection efforts.

In line with its focus on future leadership and advocacy, the congress welcomed a new cohort of Young Leaders in Diabetes joining the 2025–2027 programme. The cohort comprises 79 young leaders from 48 countries who will play a key role in driving global action and advocacy for people living with diabetes.

The congress also marked the official launch of the IDF Global Clinical Practice Recommendations on Type 2 Diabetes Management. These evidence-based guidelines were introduced to support healthcare professionals in delivering person-centred care, with strategies adapted to diverse clinical settings. Related sessions offered practical insights into glycaemic targets, insulin and non-insulin therapies, and approaches to improving diabetes outcomes in real-world practice. Education and prevention were further highlighted through the Kids and Diabetes in Schools programme, where participants were introduced to the newly launched KIDS website. The platform provides enhanced resources to support diabetes education, awareness, and advocacy in school settings.

To mark the opening of the exhibition, Professor Peter Schwarz toured the stands and engaged with delegates and partners, reinforcing the importance of collaboration across sectors. For Diabetes Singapore, participation in the congress provided exposure to global best practices, strengthened international networks, and valuable insights to inform its ongoing programmes, advocacy, and community outreach efforts in Singapore.

8 April 2025

Representatives from Diabetes Singapore participated in the first day of the scientific programme at the IDF World Diabetes Congress 2025, which featured a wide range of engaging sessions addressing emerging and established issues in diabetes care. Topics covered included artificial intelligence in diabetes management, epidemiology, complications management, and other areas critical to advancing global diabetes prevention and treatment.

The first day of the congress also marked the official launch of the IDF Global Clinical Practice Recommendations 2025 on Type 2 Diabetes Management. These new recommendations provided evidence-based guidance for healthcare professionals to support the implementation of person-centred care approaches and strategies adapted to diverse clinical settings. Sessions accompanying the launch offered practical insights into glycaemic targets, the use of insulin and non-insulin therapies, and approaches to improving diabetes outcomes in real-world clinical practice. Participation in these sessions provided Diabetes Singapore with updated clinical perspectives relevant to its education, outreach, and advocacy work.

Education and prevention efforts were further highlighted during the Kids and Diabetes in Schools programme session, where attendees, including Diabetes Singapore representatives, were introduced to the newly launched KIDS website. The platform offers enhanced resources to support diabetes advocacy, education, and awareness in school settings, reinforcing the importance of early education in long-term disease prevention.

To mark the opening of the IDF 2025 Exhibition, IDF President Professor Peter Schwarz toured the exhibition stands and engaged with delegates and partners. The exhibition provided opportunities for Diabetes Singapore to explore the latest diabetes technologies, engage with IDF member associations at the Global Village, attend focused sessions at the Diabetes Spotlight, and review research presented through the nine E-Poster stations showcasing work by leading abstract authors. These engagements contributed to Diabetes Singapore's understanding of global innovations and research developments relevant to its ongoing programmes and services.



9 April 2025



Day 2 of the scientific programme saw strong participation from congress delegates, including representatives from Diabetes Singapore, across a wide range of forward-looking sessions. Topics covered included diabetes and mental health, access to insulin in low- and middle-income countries (LMICs), and hypoglycaemia in pregnancy, reflecting the diverse and evolving challenges in diabetes care globally.

A highlighted session focused on the iCareMe Registry, which addressed challenges across the diabetes-cardiorenal continuum through the use of real-world evidence. Delegates, including Diabetes Singapore participants, learned about the registry's global scope, policy implications, and national-level programme data. The session concluded by linking the initiative to the broader IDF programme on type 2 diabetes and cardiorenal complications, reinforcing the importance of international collaboration and data sharing—insights that are relevant to Diabetes Singapore's work in prevention, screening, and long-term condition management.

Another key session examined Building Diabetes Care Capacity, highlighting the IDF-Sanofi Global Health Unit's commitment to healthcare training across 40 LMICs. Delegates were presented with outcomes from capacity-building efforts in Uganda and Cambodia, which showcased practical lessons drawn from on-the-ground diabetes training initiatives. These discussions provided Diabetes Singapore with valuable perspectives on scalable training models and workforce development approaches applicable in community-based care settings.

A joint IDF-WHO session offered a comprehensive overview of progress under the WHO Global Diabetes Compact since its launch in 2021, alongside priorities for its final implementation year. The session focused on accelerating progress by integrating diabetes prevention, diagnosis, treatment, and management into primary healthcare systems and universal health coverage (UHC). These discussions aligned closely with Diabetes Singapore's emphasis on early detection, community outreach, and integration with national healthcare strategies.

Looking ahead to the final day of the congress, upcoming programme highlights were outlined for delegates, including those from Diabetes Singapore. The 11th edition of the IDF Diabetes Atlas was positioned as a focal point, with Professors Dianna Magliano and Edward J. Boyko scheduled to present global, regional, and country-level diabetes prevalence estimates for 2024, along with projections for 2050. Additional targeted discussions were set to address diabetes-related risks linked to dementia and eye disease.





Session: 10:30–11:45, Grand Hall 202

The programme also featured a Life for a Child update, including analogue insulin studies conducted with partners. Established in 2000, the Life for a Child programme addresses challenges faced by young people living with type 1 diabetes in less-resourced settings. The session highlighted that the programme currently supports over 58,000 young people across 53 countries and examined global disparities in access to analogue insulins.

Session: 12:30–13:30, Silk 2

Additional sessions scheduled for the final day covered topics such as the future of continuous glucose monitoring (CGMs), prevention strategies for type 1 diabetes, and areas of diabetes care that are often overlooked, including women's health. Participation in these sessions enabled Diabetes Singapore to deepen its understanding of emerging global trends and gather insights to inform its ongoing programmes, advocacy efforts, and community initiatives in Singapore.

10 April 2025

Conclusion of the IDF World Diabetes Congress 2025

The IDF World Diabetes Congress 2025 concluded after welcoming more than 6,800 participants from over 165 countries and territories to Bangkok. Diabetes Singapore participated alongside global healthcare professionals, researchers, and advocates, contributing to and benefitting from the exchange of knowledge and perspectives aimed at shaping the future of diabetes prevention and care. The congress provided valuable opportunities for learning, collaboration, and engagement across the international diabetes community.

During the closing period of the congress, the location of the next IDF World Diabetes Congress in 2027 was officially announced as Doha, Qatar. The announcement was made by IDF President Professor Peter Schwarz during the Get Together event, which also offered participants, including representatives from Diabetes Singapore, an opportunity to experience and appreciate different facets of Thai culture.

Highlights from the Final Day of the Programme

The final day of the programme featured key scientific and educational sessions attended by delegates, including Diabetes Singapore participants. A morning session on the IDF Diabetes Atlas presented detailed findings from the 11th edition, emphasising the continued need for prevention while highlighting the impact of increasing population longevity on rising diabetes prevalence.

On 10 April 2025, a dedicated session explored the growing recognition of heart failure as a diabetes-related complication, with hypertension identified as a leading contributing factor. Speakers shared strategies for diagnosing heart failure across various clinical settings and optimising treatment approaches for individuals with type 2 diabetes. These discussions provided insights relevant to Diabetes Singapore's work in promoting early detection and comprehensive chronic disease management.

A joint session with the International Society for Pediatric and Adolescent Diabetes (ISPAD) highlighted global efforts to improve outcomes for children and adolescents living with type 1 diabetes. The International Diabetes Federation addressed the need to reduce disparities in care and outcomes across regions, while ISPAD presented a global overview of paediatric diabetes, outlining key challenges, progress achieved, and opportunities for collaborative action. The session aligned with Diabetes Singapore's focus on advocacy, education, and equitable access to care.

Young Leaders in Diabetes (YLD) Programme

The final day also marked the conclusion of the YLD training, which ended with a session on digital storytelling. Young leaders participated in a social media content creation workshop facilitated by diabetes advocate and digital creator Rob Howe. The session equipped participants with practical skills to share personal stories, raise awareness, and amplify advocacy efforts online. These initiatives supported leadership development within the global diabetes community, an area of relevance to Diabetes Singapore's engagement with youth and peer-led advocacy.

IDF 2025 Step Challenge

The congress concluded with strong participation in the IDF 2025 Step Challenge, during which delegates collectively recorded over 14 million steps across the congress period. Diabetes Singapore recognised the initiative as a meaningful reminder of the importance of physical activity in diabetes prevention and management. Prize draws for the challenge were scheduled to take place in the weeks following the congress, with winners to be notified via email.

Participation in the IDF World Diabetes Congress 2025 enabled Diabetes Singapore to engage with global developments in diabetes research, policy, and practice, while strengthening international networks and informing its continued efforts in education, prevention, and community-based care in Singapore.





17 May 2025

CGH 3 High Day

Venue: **Bedok Heartbeat**

Organiser: **Changi General Hospital, Singhealth**

Diabetes Singapore supported CGH 3 High Day, a community health event featuring educational talks, screenings, and health booths. Through its participation, the organisation provided diabetes education and engagement aimed at raising awareness of early detection and healthy lifestyle practices among community members.



16 July 2025

Tee Off Against Diabetes - Charity Golf 2025

Venue: **Tanah Merah Country Club, Tampines Course**
Organiser: **Diabetes Singapore**

THANK YOU for Making our inaugural Charity Golf a success!



Diabetes Singapore held its inaugural Charity Golf event at Tanah Merah Country Club, bringing together golfers, partners, sponsors, and volunteers in support of the organisation's mission to improve diabetes care, education, and support. Under clear weather conditions, 32 flights of golfers teed off over the course of the day, contributing to a meaningful fundraising initiative aimed at advancing diabetes prevention and management efforts.

Participants enjoyed a range of on-course activities, including novelty stations with prizes, which added to the overall engagement and camaraderie of the event. In the evening, a fundraising dinner was held, where donors and bidders contributed generously during a charity auction. The dinner was marked by strong participation and enthusiasm, reflecting broad-based support for Diabetes Singapore's work.

The event was graced by Guest-of-Honour Mr Seah Kian Peng, Speaker of Parliament, whose presence underscored the national importance of addressing diabetes as a public health priority. Diabetes Singapore also acknowledged the significant contributions of its corporate sponsors, whose generosity enabled the smooth execution of the event and strengthened its fundraising impact.

Volunteers played a central role in the success of the Charity Golf event, providing operational support and contributing their time and effort throughout the day. Their dedication and commitment were instrumental in delivering a well-coordinated event. Proceeds from the inaugural Charity Golf are intended to support Diabetes Singapore's programmes focused on early detection, education, and continuous care for individuals living with diabetes. The event marked an important milestone in Diabetes Singapore's fundraising journey and reinforced the collective commitment of its supporters to building a healthier future and empowering lives affected by diabetes.

The Charity Golf event reinforced Diabetes Singapore's continued commitment to the ongoing fight against diabetes. Building on the momentum generated from the inaugural fundraiser, Diabetes Singapore looked ahead to strengthening partnerships and sustaining collective efforts to create a healthier Singapore.

The organisation acknowledged the strong support received from its key corporate partners, including Busways Pte Ltd, AV Labeling Solutions (S) Pte Ltd, TAKNET Digital Pte Ltd, and Lien Properties Pte Ltd. Their contributions played an important role in the success of the event and supported Diabetes Singapore's ongoing work in diabetes prevention, education, and care.





The support from this initiative enables focused investment in three critical areas of prevention and care:



Early detection: Scaling public health screenings to close the perception gap and identify at-risk individuals sooner.



Continuous support: Building education and support systems for those newly diagnosed and their families.



Upstream prevention: Providing resources and education to the wider community, particularly our youth, to foster long-term health resilience.

20 August 2025

Visit to Singapore Cancer Society

Venue: **Singapore Cancer Society**

In August 2025, Diabetes Singapore conducted an engagement visit to the Singapore Cancer Society to explore opportunities for collaboration at the intersection of diabetes and cancer awareness. The meeting involved Diabetes Singapore President Dr Bee Yong Mong, Executive Director Ms Priscilla Gan, and the leadership team of the Singapore Cancer Society led by Chief Executive Officer Mr Tan Kwang Cheak.



Discussions centred on emerging evidence highlighting the increased cancer risks faced by individuals living with diabetes. Referencing a 2025 study by the World Health Organization's International Agency for Research on Cancer, the engagement emphasised that individuals with diabetes have a significantly higher risk of cancer-related mortality. Both organisations explored avenues to jointly raise awareness on the importance of glucose management as part of broader disease prevention strategies.

The engagement reflected Diabetes Singapore's commitment to addressing diabetes as a condition with far-reaching health implications beyond blood sugar, and to advancing cross-sector collaborations that support comprehensive prevention, education, and long-term health outcomes.

26 August 2025

Visit to Abbott

Venue: **Abbott**

Building A Healthier Singapore Together

Diabetes Singapore met with Abbott, a long-standing corporate partner, to discuss collaboration opportunities in advance of World Diabetes Day (WDD) Festival 2025. The engagement focused on aligning efforts to drive diabetes awareness, prevention, and education through community and workplace outreach initiatives.

During the visit, both organisations reaffirmed their shared commitment to strengthening diabetes care and empowering individuals with accessible health knowledge. The discussion also set the foundation for joint initiatives that would be unveiled as part of Diabetes Singapore's World Diabetes Day activities later in the year.



12 September 2025

Ascensia Visit to Diabetes Singapore

Venue: **Diabetes Singapore Boon Keng**

In September 2025, Diabetes Singapore hosted a visit by Ascensia Diabetes Care, a long-standing partner in diabetes awareness and support. The engagement focused on exploring expanded corporate social responsibility (CSR) volunteering opportunities that would allow Ascensia staff to contribute directly to Diabetes Singapore's community outreach and education programmes.

The visit reinforced the value of sustained partnerships in enabling Diabetes Singapore to scale its impact across Singapore. Beyond corporate support, the collaboration sought to create meaningful avenues for skills-based and community volunteering, further strengthening support for individuals and families affected by diabetes.



17 September 2025

Visit to Embecta

Venue: **Embecta**

Diabetes Singapore conducted a visit to embecta, a global diabetes care company with a long-standing legacy in insulin delivery. The engagement acknowledged embecta's historical contributions to diabetes care, including the invention of the world's first insulin syringe in 1924, and explored continued collaboration opportunities.

The partnership discussions highlighted previous joint initiatives such as the emERGE educational programme for healthcare professionals and embecta's support for vulnerable communities through the provision of diabetes care packs. These efforts aligned closely with Diabetes Singapore's commitment to ensuring no individual has to manage diabetes alone.



24 September 2025

Visit to Terumo's Asia Skill Lab

Venue: **Terumo's Asia Skill Lab**

Diabetes Singapore visited Terumo's Asia Skill Lab, a regional hub for hands-on learning and simulation-based education, underscoring Singapore's growing role as a MedTech hub in the region. The visit revisited prior collaborations, including earlier diabetes camps conducted in Malaysia that brought members together for learning and peer connection.

During discussions, both parties explored opportunities to co-create outreach tools and programmes aimed at improving diabetes understanding among youths and supporting individuals living with diabetes. The engagement aligned with Diabetes Singapore's focus on education, innovation, and collaborative programme development.



27 September 2025

National Heart Week & World Heart Day

Venue: **Bishan Junction 8**

Organiser: **Singapore Heart Foundation**

Diabetes Singapore participated in National Heart Week and World Heart Day 2025 alongside the Singapore Heart Foundation, reinforcing the strong connection between diabetes and cardiovascular health. The engagement focused on public education regarding shared risk factors and the increased likelihood of heart complications among individuals with diabetes.



Through its participation, Diabetes Singapore continued its advocacy for integrated prevention, regular screening, and holistic management of chronic conditions.



DID YOU KNOW?

👉 In Singapore, 1 in 3 heart attack patients also has diabetes.

👉 People with diabetes are twice as likely to be hospitalized for heart failure compared to people without diabetes.

👉 The Ministry of Health has flagged diabetes as a key contributor to early death from heart disease, especially among working-age adults.





4 October 2025

Health & Wellness @ Jurong Spring

Venue: **Jurong Spring**

It Takes All of Us to Beat Diabetes

Diabetes Singapore took part in a Health & Wellness community event in Jurong Spring, aimed at encouraging residents to take greater ownership of their health. Supported by volunteers from Ascensia, The Tan Chin Tuan Foundation, SG Migrant Volunteers, and giving.sg, the initiative delivered HbA1c screenings and diabetes education to residents.

More than 150 residents underwent HbA1c screening, with over half of them being first-time participants. Of those screened, 96.2% indicated willingness to undergo future diabetes screening. In addition, over 250 residents were engaged in education and awareness activities. The event demonstrated the growing demand for accessible community-based screening and reinforced Diabetes Singapore's role in closing gaps in early detection. With your support, we hope to scale more of such community outreach efforts in doing our part for a "We First" society. Let's rise together as a nation by lifting one another up, and be the change we want to see.



8 October 2025

AstraZeneca visit to Diabetes Singapore

Venue: **Diabetes Singapore Boon Keng**

Diabetes Singapore hosted AstraZeneca for a partner engagement as part of an ongoing three-year collaboration focused on diabetes awareness and community outreach. The visit reaffirmed the importance of long-term partnerships in enabling non-profit organisations to move beyond short-term interventions toward sustainable, system-level impact.

The engagement reflected shared values around education, advocacy, and standing alongside individuals living with diabetes to ensure no one journeys alone.



10-12 October 2025

Every Body Knows Fair

Venue: **Nex**

Organiser: **Mediacorp**

Diabetes Singapore participated in the Every Body Knows Fair organised by Mediacorp in support of SG Cares Giving Week. The event featured wellness talks, interactive booths, and expert-led discussions focused on health promotion and disease prevention.

Diabetes Singapore contributed to a panel discussion hosted by Mediacorp radio DJs Anand K and Joey Tay Yurong, alongside clinical expert Dr Yew Tong Wei and Executive Director Ms Priscilla Gan. Topics discussed included diabetes prevalence in Singapore, links between diabetes and major complications, symptom recognition, disease management, and the role of caregivers and support groups in emotional well-being.



The rising trend and statistics of diabetes in Singapore



Why diabetes is a silent killer - linked to cancer, stroke, heart disease, kidney and liver failure, blindness & loss of limbs



Recognising symptoms and managing diabetes with care



The vital role of support groups and caregivers in emotional and psychological wellbeing



How health-tech devices empower glucose monitoring and diabetes management

12 October 2025

LiveWell Festival 2025

Venue: **Yew Tee**

Organiser: **Yew Tee Constituency**

Diabetes continued to be a major public health concern in Singapore, with prevalence rising from 8.5% to 9.1% over the past four years, based on findings from the National Population Health Survey 2024. This upward trend underscored the urgent need for strengthened diabetes education, community outreach, and early intervention efforts nationwide. The data highlighted that diabetes affects a significant portion of the population, and without sustained preventive measures, prevalence rates could continue to increase, particularly alongside rising obesity levels and sedentary lifestyles.

Against this backdrop, Diabetes Singapore participated in LiveWell Festival 2025 @ Yew Tee, where the organisation's staff and volunteers engaged Yew Tee residents on the importance of healthy lifestyle choices. Outreach efforts focused on promoting balanced diets, quality sleep, regular physical activity, and overall health ownership as essential components of diabetes prevention and management.



These community-based initiatives directly supported the objectives of Healthier SG, which emphasises preventive care and resident-led responsibility for long-term health outcomes. By bringing education and empowerment into neighbourhood settings, Diabetes Singapore contributed to translating awareness into practical action at the community level.

Diabetes Singapore also acknowledged the support of Mayor Alex Yam and the Yew Tee Constituency, whose encouragement reinforced the importance of sustained collaboration between community stakeholders in advancing diabetes prevention and promoting healthier living across Singapore.



12 October 2025

Kampung Admiralty Health Fiesta

Venue: **Admiralty**

Diabetes Singapore participated in the Kampung Admiralty Health Fiesta, themed “Active Bodies, Strong Minds,” as part of its ongoing community outreach efforts to raise diabetes education and awareness among residents in the northern region of Singapore, where diabetes prevalence has been identified as among the highest nationally.

With the support of volunteers from Ascensia, Singapore Eagles District, Tan Chin Tuan Foundation, Diabetes Singapore Type 2 Support Group, and community partners, Diabetes Singapore engaged residents across age groups, including youths, young families, and seniors.

Engagement activities focused on:



The long-term health impact of diabetes



Common myths and misconceptions



Smart food and fruit choices for better blood sugar control



The role of resistance training in improving insulin sensitivity

Through this engagement, Diabetes Singapore reinforced the importance of translating knowledge into action and encouraged residents to take proactive steps toward healthier, fuller, and more sustainable lifestyles supported by informed choices and community-based support.



16 October 2025

AmChamSG Health Awareness Conference & Festival

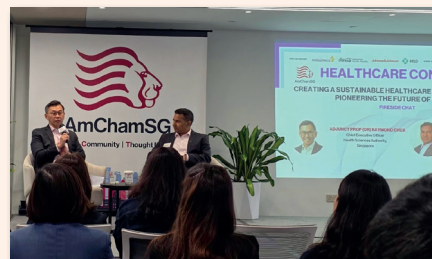
Venue: **AmChamSG Hub**

Organiser: **AmChamSG**

Diabetes Singapore participated in the 2025 AmChamSG Health Awareness Conference & Festival, themed “Creating a Sustainable Healthcare System for SG100: Pioneering the Future of Health.” The event brought together corporate leaders, healthcare organisations, and community stakeholders to discuss emerging health challenges and collaborative solutions across the healthcare ecosystem.

At the festival, Diabetes Singapore hosted an engagement booth and welcomed Keynote Speaker Dr Raymond Chua, Chief Executive Officer of the Health Sciences Authority and Deputy Director-General of Health at the Ministry of Health, for a discussion on diabetes prevalence and the importance of cross-sector collaboration in advancing public health. The engagement reinforced Diabetes Singapore’s advocacy focus on prevention, education, and sustainable healthcare partnerships.

Diabetes Singapore also engaged with fellow organisations including NoviHealth, SATA CommHealth, Singapore Red Cross, MSD, and Blossom Seeds, highlighting shared commitments to building healthier communities. Participation in the AmChamSG platform further supported Diabetes Singapore’s outreach to the working population, aligned with the World Diabetes Day theme “Diabetes and the Workplace.”



23 October 2025

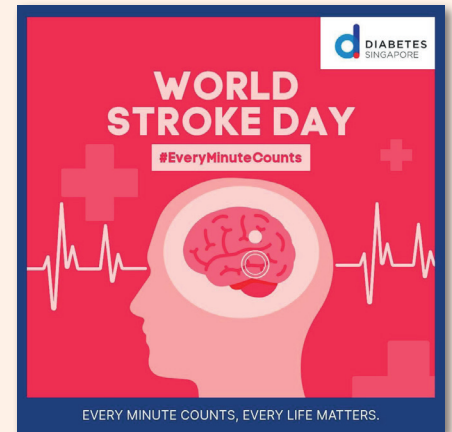
Stroke Support Station's 10th Anniversary

Venue: **Ritz Carlton, Millenia Singapore**
Organiser: **Stroke Support Station**



Diabetes Singapore attended the 10th Anniversary celebration of Stroke Support Station (S3), marking a decade of advocacy, care, and support for stroke survivors. Participation reflected Diabetes Singapore's recognition of the strong links between diabetes and stroke, with individuals living with diabetes facing up to twice the risk of stroke due to prolonged exposure to high blood glucose levels.

The occasion also provided an opportunity to strengthen collaboration in raising awareness, promoting prevention, and supporting recovery efforts for individuals impacted by both conditions. Diabetes Singapore reaffirmed its commitment to supporting early screening, healthy lifestyle adoption, and community education, particularly for populations at increased cardiovascular risk.



25 October 2025

SNEC 35th Anniversary

Organiser: **Singapore National Eye Centre (SNEC) & SG Assist**

Diabetes Singapore attended Vision Beyond Sight: Building an Inclusive Future Together, an event jointly organised by the Singapore National Eye Centre (SNEC) and SG Assist to commemorate SNEC's 35th Anniversary. The event was graced by Guest-of-Honour Mdm Rahayu Mahzam, Minister of State for the Ministry of Digital Development and Information and the Ministry of Health. A key milestone of the event was the launch of the One-Stop Low Vision Portal, which marked a significant step toward empowering individuals with visual impairments through improved access to essential resources and support.



The engagement highlighted the strong link between diabetes and vision health. Diabetes remains one of the leading causes of vision loss globally, with prolonged high blood glucose levels damaging the delicate blood vessels in the retina, a condition known as diabetic retinopathy. If left untreated, diabetic retinopathy can result in blurred vision, floaters, and irreversible blindness, underscoring the importance of early detection and intervention.

Diabetes Singapore's participation underscored its close collaboration with SNEC in championing early detection and holistic eye care for people living with diabetes. Through Diabetes Singapore's Diabetic Retinal Photography (DRP) screening programme, supported by SNEC, individuals at risk are identified early, allowing for timely intervention before vision-threatening complications develop. This collaboration plays a critical role in preserving sight and improving quality of life for people living with diabetes.

Through ongoing partnerships and integrated screening initiatives, Diabetes Singapore reaffirmed its commitment to advancing holistic diabetes care and management, where eye health is recognised as a vital component of overall well-being. The engagement reflected Diabetes Singapore's broader mission to support healthier, happier, and more fulfilled lives through comprehensive and preventive care.



28 October 2025

Shielding From Shingles

Venue: **Far East Square**

Organiser: **GSK**



DID YOU KNOW ?

Studies show that individuals with diabetes have up to a 38% increased risk of developing shingles. Those with pre-existing health conditions like diabetes may also face more severe complications, including longer hospital stays and a higher risk of stroke and heart attack following a shingles episode.

Diabetes Singapore partnered GSK to launch “Shielding From Shingles,” Singapore’s first national shingles awareness movement, alongside fellow social service agencies including Lions Befrienders, Presbyterian Community Service, Sasco Senior Citizens’ Home, and TOUCH Community Services.

The launch event, held at the Glass Dome at Far East Square and themed with 1960s–1970s nostalgia, aimed to educate older adults and caregivers on shingles — a condition often overlooked despite its serious complications. Educational outreach highlighted that individuals with diabetes face up to a 38% increased risk of developing shingles, and may experience more severe complications, including extended hospitalisation and increased risks of stroke and heart attack.

Through this collaboration, Diabetes Singapore reinforced its commitment to raising awareness of comorbidities affecting individuals with diabetes and encouraging informed conversations with healthcare professionals on prevention and care.



31 October 2025

Sian Chay Medical Institute visit to Diabetes Singapore

Venue: **Diabetes Singapore @ Jurong West**

Diabetes Singapore hosted a visit by the Sian Chay Medical Institution, led by its Volunteer Executive Chairman Mr Toh Soon Huat, for an exchange centred on collaboration and shared purpose. Both organisations, with histories spanning over a century and five decades respectively, discussed opportunities for partnership in preventive health, chronic disease management, and community outreach.



The engagement reflected a shared belief that collaboration within the social-health sector strengthens the ability to serve vulnerable populations and contributes to a more inclusive and compassionate healthcare landscape in Singapore.

14 November 2025

World Diabetes Day Gala Dinner 2025

Venue: **Conrad Orchard Hotel**
Organiser: **Diabetes Singapore**

Diabetes Singapore organised the World Diabetes Day Gala Dinner 2025, themed “Celebrating Strength and Inspiring Change,” as part of its whole-of-nation approach in addressing diabetes in Singapore. The event was graced by Guest-of-Honour Mdm Rahayu Mahzam, Minister of State for the Ministry of Digital Development and Information and the Ministry of Health.



During the evening, Diabetes Singapore formally launched the Sugar Smart Nation Programme, a landmark movement encouraging corporations to pledge collective action toward reducing sugar consumption, promoting healthier lifestyles, and fostering empathy for individuals living with diabetes. Seven pioneering companies—Alpha Wealth Financial Advisors, AstraZeneca Singapore, Income Insurance, NSL Limited, Omnicom Media Group Singapore, Singlife, and Thermo Fisher Scientific—were introduced as the inaugural cohort, collectively engaging over 8,000 employees.

A special highlight of the evening included a video message from Prime Minister Lawrence Wong, reinforcing the national importance of supporting individuals living with diabetes and emphasizing that they do not walk alone. The event underscored the urgency of collective action, in light of Ministry of Health projections estimating that more than one million Singaporeans may be living with diabetes by 2050.



14 November 2025

Deloitte Volunteers Supporting Goodie Bag Packing for World Diabetes Day

Organiser: **Diabetes Singapore & Deloitte**

Diabetes Singapore welcomed volunteers from **Deloitte** for their first volunteering engagement with the organisation, marking the beginning of a new corporate partnership. The volunteers played a meaningful role across multiple major initiatives, contributing time and effort to support Diabetes Singapore’s flagship World Diabetes Day activities.

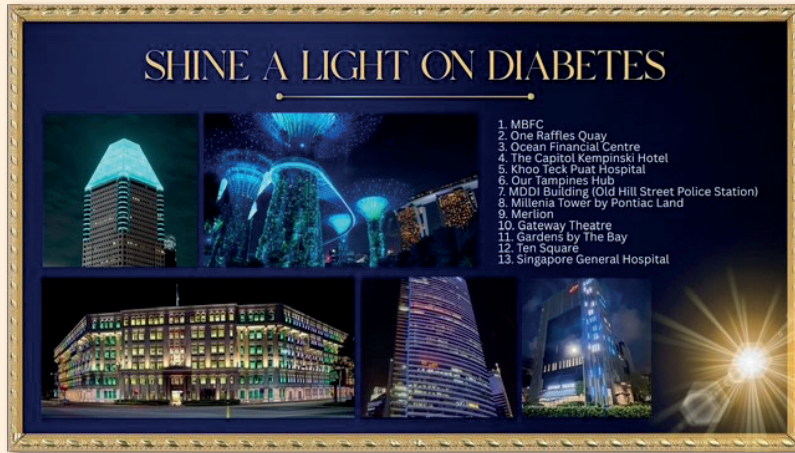
As part of their involvement, Deloitte volunteers supported the packing of **400 goodie bags** for the **World Diabetes Day Gala Dinner** and also volunteered across the **two-day World Diabetes Day Festival**, which engaged close to **15,000 participants**. Throughout the engagements, the volunteers demonstrated strong teamwork and commitment, contributing to the smooth execution and overall success of these large-scale community events.

The collaboration reflected Diabetes Singapore’s ongoing efforts to build Singapore into a **Sugar Smart Nation** through strong partnerships with the corporate sector. By engaging corporate volunteers in hands-on community initiatives, Diabetes Singapore continues to expand its capacity to champion diabetes awareness, education, and prevention at scale, while fostering shared responsibility for public health outcomes.

14 November 2025

Shine A Light On Diabetes

As part of World Diabetes Day observances, Diabetes Singapore led the “Shine A Light on Diabetes” initiative, during which iconic landmarks across Singapore were illuminated in blue. The initiative served as a visible show of national solidarity and public awareness, reinforcing messages of support for individuals and families affected by diabetes across the island.



15-16 November 2025

World Diabetes Day Festival 2025

Venue: **Toa Payoh HDB Hub Mall**
Organiser: **Diabetes Singapore**

Diabetes Singapore hosted the two-day World Diabetes Day Festival 2025 at Toa Payoh HDB Hub Mall, engaging close to 15,000 participants through more than 25 booths and interactive stations. The festival focused on the theme “Diabetes and Well-being” and facilitated conversations on workplace support, caregiver roles, mental resilience, and holistic health beyond medication.



A key milestone during the festival was the signing of a Memorandum of Understanding between Diabetes Singapore and Lions Clubs of Singapore, marking a partnership that will see 300 Lions trained over the next three years to advance diabetes awareness and outreach nationwide. Diabetes Singapore also announced the launch of the inaugural “My Art, Your Super Monitor” contest in partnership with CHIJ Sanctuary for Children, aimed at fostering empathy among young students for peers living with diabetes.

The festival reflected Diabetes Singapore’s commitment to collaboration within the social-health ecosystem, with participation from partner organisations including the National Kidney Foundation, Singapore Heart Foundation, Stroke Support Station, Association of Diabetes Educators Singapore, and the Singapore Nutrition and Dietetics Association.



14-15 November 2025

My Art, Your Super Monitor Contest

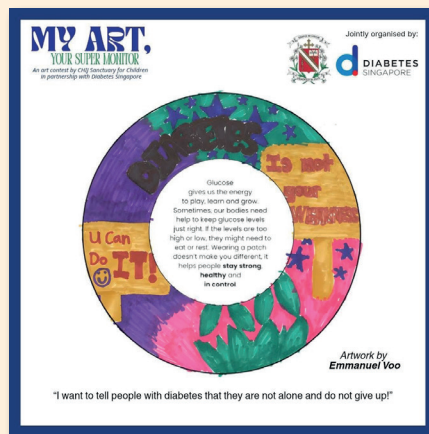
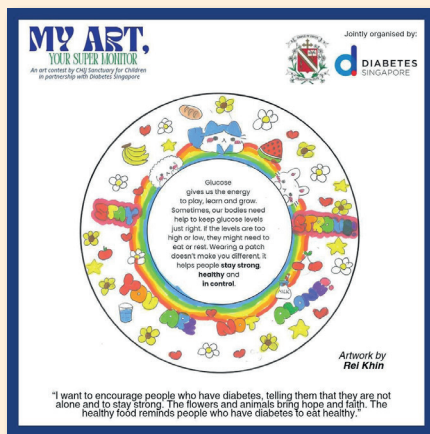
Organiser: **DS & CHIJ Sanctuary for Children**

The “My Art, Your Super Monitor” contest engaged primary school students in learning about Continuous Glucose Monitoring (CGM) through creative expression. Organised by Diabetes Singapore in partnership with CHIJ Sanctuary for Children, the initiative received over 200 entries and recognised top student submissions that reflected empathy and understanding of daily diabetes management.



The contest supported Diabetes Singapore’s Sugar Smart Nation movement by raising awareness that diabetes education extends beyond sugar consumption to the lived experiences of individuals managing their blood glucose daily.

Congratulations to our Top 3 winners: Rei Khin, Emmanuel, and Muhammed selected from over 200 submissions from primary school students.



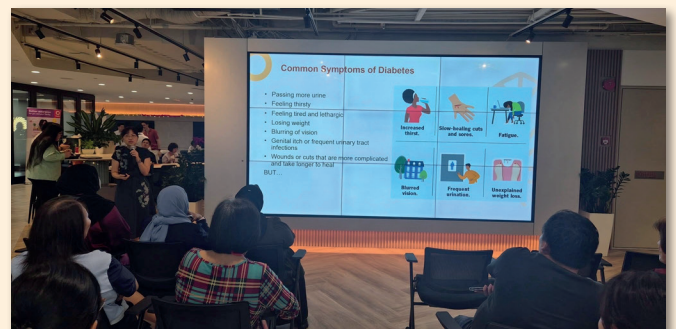
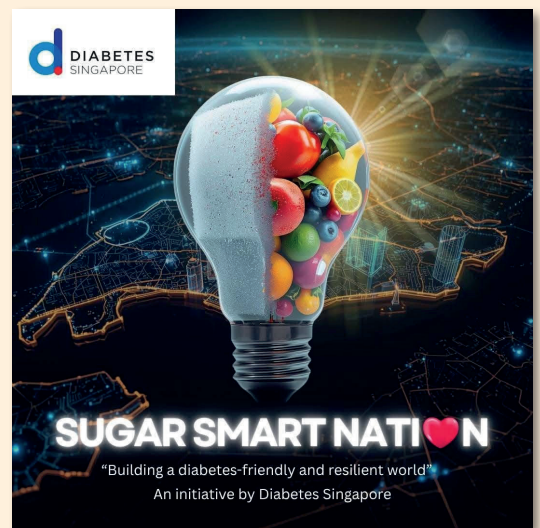
28 November 2025

Sugar Smart Nation – Workplace Engagement with Singlife

Organiser: **Diabetes Singapore & Singlife**

In conjunction with World Diabetes Day, Diabetes Singapore partnered Singlife on a workplace engagement initiative under the Sugar Smart Nation movement. A “Learn Over Lunch” session titled “Diabetes: Know Your Risk, Protect Your Future” was conducted for over 100 Singlife employees, focusing on diabetes risk factors, smarter food choices, and practical strategies for managing sugar intake.

The engagement reflected Diabetes Singapore’s focus on reaching working adults, a group where undiagnosed diabetes risk remains significant, and reinforced the role workplaces play in preventive health education.





20 November 2025

#GiveFestAsia

Venue: **University Cultural Centre, NUS**

Organiser: **ImpactSG**

Diabetes Singapore participated in the inaugural #GiveFestAsia, organised by ImpactSG and held at the University Cultural Centre. The event was graced by Mr Desmond Lee, Minister for Education and Minister-in-Charge of Social Services Integration, and brought together close to 500 participants from across the social and charitable sectors.

At #GiveFestAsia, Diabetes Singapore shared insights into how its programmes and services support individuals living with diabetes, while highlighting the organisation's broader impact across prevention, education, screening, and community care. The engagement provided a platform to raise awareness of the various ways individuals and organisations can contribute meaningfully through time, talent, financial support, and advocacy.

Participation in the event aligned with Diabetes Singapore's commitment to strengthening community partnerships and mobilising collective support to expand its reach and impact in addressing diabetes across Singapore.



22 November 2025

Grandparents' Day

Venue: **Clementi West**

Organiser: **St Luke's Elder Care and Sasco Senior Citizen's Hme**

Diabetes Singapore was proud to join the Grandparents' Day Festival @ Clementi West, graced by Mr Desmond Lee (Minister for Education, Minister-in-Charge of Social Services Integration and Grassroots Advisor to West Coast GRC). The festival was co-organised St Luke's ElderCare and Sasco Senior Citizen's Home.



At the booth, seniors learned about:



What prediabetes is and its warning signs



Possible complications and who may be at risk of Type 2 diabetes



The difference between fruits with high vs low sugar

A key area of education addressed common misconceptions around fruit consumption, highlighting differences between fruits with higher and lower sugar content, appropriate portion sizes, and the role of fibre in moderating blood sugar spikes. These discussions reinforced that effective blood sugar management extends beyond avoiding white sugar to making informed dietary choices.

Diabetes Singapore was supported by volunteers from its Support Group and SG Migrant Volunteers, who engaged seniors through practical conversations and shared lived experiences. The engagement reflected Diabetes Singapore's continued efforts to empower seniors with knowledge and encourage healthier choices as part of its broader Sugar Smart Nation movement.



17 December 2025

Healthy Body, Healthy Minds Festival

Venue: **Temasek Polytechnic**
Organiser: **Temasek Polytechnic**

Diabetes Singapore was proud to be part of the “Healthy Body, Healthy Minds” Festival organised by Temasek Polytechnic to encourage and empower youths to take charge of their health.



Based on the recent National Population Health Survey:



Risk factors for diabetes - including obesity and mental health - are worsening among youths.



Early-onset diabetes is rising, with more individuals in their late 20s and early 30s being diagnosed in Singapore.

Youths today hold the key to changing the trajectory of early-onset diabetes. Their daily choices, habits, and awareness can shape a healthier future for themselves and for Singapore.



19 December 2025

Football Association of Singapore

Venue: **Football Association of Singapore**

Diabetes Singapore met with the Football Association of Singapore (FAS) to explore collaborative opportunities to integrate diabetes education and awareness into sports and community engagement platforms. Discussions focused on leveraging the influence of football to promote physical activity, healthy lifestyles, and preventive health messaging among youths and the wider community.

The engagement aligned with Diabetes Singapore’s strategic emphasis on upstream prevention and youth engagement, reinforcing the role of sports as a powerful platform to shape healthier behaviours and support a Sugar Smart Nation.



CORPORATE GOVERNANCE

The Management Committee (the “MC”) of Diabetes Singapore (“the Organisation”) is committed to maintaining a high standard of corporate governance in line with the principles set out in the Code of Governance for Charities and IPCs. The MC ensures that there is a process to identify, regularly monitor and review the charity’s key risks, including mitigating measures and controls for all key risks. This establishes and maintains a high standard of legal and ethical mode of operations to preserve the interests of all donors, beneficiaries and stakeholders.

● MANAGEMENT COMMITTEE AND EXECUTIVE MANAGEMENT

- a. Diabetes Singapore (“DS”) is governed by a Management Committee (the “MC”). No MC member is paid any remuneration or fees for their services and no MC member is a staff of DS.
- b. The MC assumes the overall responsibility for setting the direction and strategy of the Organisation to ensure proper stewardship and the fulfilment of its vision and mission. The MC provides guidance to Management who is delegated with day-to-day management and formulation of policies for the MC’s approval. The MC also forms Sub-Committees with specific functions to assist in the discharge of its duties. Each Sub-Committee comprises of members with the relevant skillsets and experience and operates within its terms of reference which is approved by the MC.
- c. The Nominations Sub-Committee reviews and recommends candidates for positions on the Management Committee (MC). Following this review, successful candidates are elected to the MC via a majority vote at the Annual General Meeting (AGM). This election process is formally documented in the Organisation’s Constitution. All potential candidates are evaluated against pre-established criteria, which include a comprehensive competency assessment. Additionally, the succession strategy for key MC positions entails a thorough review of current members’ qualifications, experience, commitment, and past contributions. All MC meeting attendance and training engagements are actively tracked and recorded.
- d. MC members are appointed for a term of two (2) years and may be re-appointed at the expiration of each term. To ensure succession planning and steady renewal, the Organisation imposes a maximum term limit of ten (10) consecutive years for all MC members. Should there be a strategic need to retain a member beyond this limit, such a re-election must be deliberated and approved by a majority vote at the Annual General Meeting (“AGM”), with the specific reasons for retention and the associated succession plan clearly disclosed in the Annual Report. As stipulated in the Organisation’s Constitution, no MC member shall serve as:
 - President for a continuous period of more than ten (10) years at any one time
 - Honorary Treasurer for a continuous period of more than four (4) years at any one time
 - Honorary Assistant Treasurer for a continuous period of more than four (4) years at any one time

Reappointment of the same person to the above positions can only be considered after a lapse of at least two (2) years.

Governing instruments

The Constitution governs, amongst other matters, the following issues:

1. DS’ objects;
2. the MC’s composition;
3. the election process of MC members; and
4. the tenure of its office bearers.

* Management Sub-Committees

DS has 10 Management Sub-Committees: Executive Committee (EXCO), Audit & Governance, Community Outreach & Education, Finance & Investment, Fundraising & Events, Human Resource, Nomination, Programmes, Services & Innovation, Public Relations & Communication, and Peer Support Sub-Committee (T1DM and T2DM).

The purpose and Terms of Reference (ToR) for each sub-committee are set out below.

- i. The Executive Committee (EXCO) serves as an agile leadership team that acts on behalf of the Management Committee (MC) to resolve urgent operational matters between MC meetings. Operating strictly within delegated authorities, the EXCO prevents operational bottlenecks and ensures timely decision-making without replacing the authority of the full MC. It actively steers the organisation's capacity growth by monitoring the implementation of approved strategies and providing Management with clear direction on emerging risks and opportunities. Furthermore, the EXCO provides direct governance over leadership by overseeing the performance and compensation of the Executive Director.
- ii. The Audit & Governance Sub-Committee ensures the Organisation's operations remain transparent, compliant, and legally sound. It oversees the accuracy of financial reporting and works closely with internal and external auditors to review findings and put recommendations into action. The group also conducts regular checks on internal procedures, manages key organisational risks through annual Enterprise Risk Management (ERM) reviews, and upholds strict ethical standards by monitoring internal controls and compliance frameworks, including data protection (PDPA) and whistleblowing policies.
- iii. The Community Outreach & Education Sub-Committee provides strategic oversight and approves core initiatives for the Organisation's public education and community outreach strategies. Crucially, it ensures these programmes actively address the needs of vulnerable groups and strategically expand the organisation's footprint beyond its existing base of medical service users. To effectively scale these efforts, the group functions as a strategic facilitator, guiding collaborative partnerships with grassroots leaders, religious organisations, and key national healthcare agencies (including MOH, HPB, and AIC). Additionally, the sub-committee oversees the mobilisation of dedicated volunteers, appoints leadership for major awareness campaigns, and rigorously evaluates the community impact of all outreach activities.
- iv. Tasked with safeguarding the Organisation's financial health, the Finance and Investment Sub-Committee oversees the annual budget, capital expenditures, and major project funding to ensure strict alignment with strategic goals. It provides critical guidance on long-term sustainability, service fee structures, and investments – ensuring all portfolios and reserve funds strictly adhere to the Organisation's risk appetite and ethical parameters. The group rigorously monitors quarterly financial performance, mandates value-for-money procurement alongside robust internal controls, and champions industry best practices to guarantee absolute financial integrity.
- v. To ensure the Organisation meets its long-term financial goals, the Fundraising & Events Sub-Committee approves fundraising strategies and specific financial targets. Acting as key connectors, members actively leverage their networks to cultivate prospective donors, while holding the wider MC accountable as active fundraising partners. The group takes the lead in hosting major initiatives, such as charity galas, and champions active donor retention initiatives. More importantly, the sub-committee serves as a strict governance gatekeeper. It oversees rigorous donor due diligence and adherence to donor intent, ensuring all activities remain transparent, ethical, cost-effective, and fully compliant with statutory regulations, including Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) frameworks.
- vi. The Human Resource Sub-Committee steers the policies that attract, develop, and retain a highly motivated workforce, ensuring the organisation's headcount and capabilities are strictly aligned to execute its annual work plans. It exercises oversight by approving SSA-benchmarked remuneration and performance-linked bonuses, ensuring robust appraisal and continuous upskilling systems are in place to keep the broader team's competencies relevant, while providing structural support to the EXCO for the Executive Director's evaluation. Beyond ensuring structured welfare, training, and volunteer management measures are in place, the group actively mitigates human capital risks. Furthermore, it safeguards the organisation's integrity by maintaining the Code of Conduct for staff and volunteers, and serving as the formal, highest-level escalation body for grievances and dispute resolution.
- vii. The Nomination Sub-Committee ensures the MC and its sub-committees maintain the optimal mix of skills, expertise, and independent voices by conducting formal skills gap assessments. It takes a proactive role in identifying and nominating candidates for board vacancies, sub-committee chairs, and key officer positions, while structuring succession plans for both the board and key management leadership roles, including the Executive Director. The group oversees the full lifecycle of board membership – from comprehensive orientation to formal cessation processes – establishing the MC Code of Conduct and ensuring all members clearly understand their governance commitments. Furthermore, the sub-committee drives continuous improvement by actively reviewing board performance evaluations and mandating relevant professional development.





CORPORATE GOVERNANCE

- viii. The Programmes, Services & Innovation Sub-Committee ensures the Organisation's core clinical services, community programmes, and innovative initiatives consistently advance its overarching vision and mission. Moving beyond advisory review, the group exercises formal governance by reviewing annual work plans, programme budgets, and new grant proposals to ensure resources are strictly optimised across all delivery platforms. It rigorously monitors social service delivery standards, oversees relevant community research and data partnerships, and holds the authority to approve all new services prior to implementation. Tasked with proactive future planning, the sub-committee approaches innovation entrepreneurially – identifying resourceful solutions for diabetes care and actively leveraging strategic partnerships to scale these advancements across the sector.
- ix. Tasked with safeguarding the organisation's public voice, the Public Relations & Communication Sub-Committee approves overarching brand positioning and public relations strategies to build lasting community trust. Beyond guiding media relations and digital outreach, the group actively cultivates relationships with key influencers and drives two-way communication by maintaining active stakeholder engagement and feedback channels. It holds the authority to formally designate official spokespersons and mandates that all diabetes-specific content undergoes rigorous clearance by qualified medical professionals prior to public release. The sub-committee also ensures complex medical information is translated into accessible language – actively using community feedback to keep messaging impactful – and provides strategic oversight for crisis communications, ensuring the organisation remains resilient and fully prepared for unforeseen events.
- x. The Peer Support Sub-Committee steers the strategic direction of Type 1 and Type 2 diabetes peer support networks, mandating the design of practical, targeted outreach initiatives that equip both patients and their caregivers with actionable condition-management skills. It acts as the institutional voice for the community, systematically using participant feedback to advocate for their specific needs at the board level. The group actively builds a leadership pipeline by identifying and training dedicated peer facilitators, while serving as a critical governance safeguard. It enforces strict participant confidentiality and clear clinical boundaries to prevent the unauthorised sharing of medical advice, ensuring these networks provide a safe, supportive, and impactful environment for those navigating the condition.



CORPORATE GOVERNANCE



Role of the Management Committee

Diabetes Singapore (DS) is governed by a Management Committee (MC). The MC assumes overall responsibility for setting the direction and strategy of the organisation to ensure proper stewardship and the fulfilment of its vision and mission.

Operating within the framework of the Constitution, the MC comprises the President, two Vice Presidents, the Honorary Secretary, the Assistant Honorary Secretary, the Honorary Treasurer, and eight Committee Members. No MC Member is paid any remuneration or fees for their services, and no MC Member is a staff of DS.

The MC provides guidance to Management, who is delegated with the day-to-day operations and the formulation of policies. To assist in the discharge of its duties, the MC also forms Sub-Committees with specific functions.

As part of its role, the following matters require the MC's approval and oversight:

- Approving the budget for the financial year and monitoring expenditure against the budget.
- Reviewing and approving quarterly financial statements.
- Regularly monitoring the progress of the charity's programmes.

Term Limit of the Management Committee

To enable succession planning and safeguard independent oversight, the Management Committee enforces a maximum term limit of 10 consecutive years for all Members. Specifically, the President may not serve for a continuous period exceeding 10 years, while the Honorary Treasurer and Assistant Honorary Treasurer are subject to a continuous term limit of four years.

For the financial year under review, no Management Committee Members have served more than 10 consecutive years.

Management Committee Meetings and Attendance

A total of 10 Management Committee meetings and one AGM were held during the financial year. The following sets out the individual MC Members' attendance at the meetings:

Position	MC Member	Year Joined	Attendance
President	Dr Bee Yong Mong	2018	10 / 10
Vice-President	Dr Daphne Gardner Su-Lyn	2018	9 / 10
Vice-President	Dr Soon Kwang Wei Danny	2024	9 / 10
Honorary Secretary	Mr Satwant Singh	2019	8 / 10
Assistant Honorary Secretary	Dr Ester Yeoh Chai Kheng	2024	10 / 10
Honorary Treasurer (from May 2025)	Mr Kong Eng Huat	2024	10 / 10
Assistant Honorary Treasurer (from May 2025)	Ms Charlotte Tan	2025	6 / 10
Committee Member (from November 2025)	Mr Ang Peng Kwee	2025	2 / 2
Committee Member	Ms Aslena Bte Hussain	2018	10 / 10
Committee Member	Mr Ong Kian Shang Edmund	2023	9 / 10
Committee Member	Mr Steven Seow Chun Yann	2018	10 / 10
Committee Member	Ms Tong Lai Mun	2024	10 / 10
Committee Member (from November 2025)	Ms Yeow Tin Tin Margaret	2025	2 / 2
Committee Member (from November 2025)	Ms Chloe Neo	2025	0 / 2

Disclosure of Remuneration and Benefits received by Management Committee Members

No MC Members are remunerated for their Board services in the financial year.



Sub-Committees

DS has 10 Management Sub-Committees: Executive Committee (EXCO), Audit & Governance, Community Outreach & Education, Finance & Investment, Fundraising & Events, Human Resource, Nomination, Programmes, Services & Innovation, Public Relations & Communication, and Peer Support Sub-Committee (T1DM and T2DM).

The purpose and Terms of Reference (ToR) for each Sub-Committee are set out below.

<p>EXCO</p> <p>Chair Dr Bee Yong Mong</p> <p>Members Dr Daphne Gardner Su-Lyn Dr Soon Kwang Wei Danny Mr Satwant Singh Mr Kong Eng Huat</p>	<p>The Executive Committee (EXCO) serves as an agile leadership team that acts on behalf of the Management Committee (MC) to resolve urgent operational matters between MC meetings. Operating strictly within delegated authorities, the EXCO prevents operational bottlenecks and ensures timely decision-making without replacing the authority of the full MC. It actively steers the organisation’s capacity growth by monitoring the implementation of approved strategies and providing Management with clear direction on emerging risks and opportunities. Furthermore, the EXCO provides direct governance over leadership by overseeing the performance and compensation of the Executive Director.</p>
<p>Audit & Governance</p> <p>Chair Mr Ang Peng Kwee</p> <p>Members Mr Satwant Singh Ms Yeow Tin Tin Margaret Mr Raymond Lee</p>	<p>This Sub-Committee ensures the Organisation’s operations remain transparent, compliant, and legally sound. It oversees the accuracy of financial reporting and works closely with internal and external auditors to review findings and put recommendations into action. The group also conducts regular checks on internal procedures, manages key organisational risks through annual Enterprise Risk Management (ERM) reviews, and upholds strict ethical standards by monitoring internal controls and compliance frameworks, including data protection (PDPA) and whistleblowing policies.</p>
<p>Community Outreach & Education</p> <p>Chair Mr Ong Kian Shang Edmund</p> <p>Members Mr Sean Koh Mr Benjamin Lee Mr Yu Hong Khiang Mr Chee Yun Jie</p>	<p>This Sub-Committee provides strategic oversight and approves core initiatives for the Organisation’s public education and community outreach strategies. Crucially, it ensures these programmes actively address the needs of vulnerable groups and expand the organisation’s footprint beyond its existing base of medical service users. To effectively scale these efforts, the group functions as a strategic facilitator, guiding collaborative partnerships with grassroots leaders, religious organisations, and key national healthcare agencies (including MOH, HPB, and AIC). Additionally, the Sub-Committee oversees the mobilisation of dedicated volunteers, appoints leadership for major awareness campaigns, and rigorously evaluates the community impact of all outreach activities.</p>
<p>Finance & Investment</p> <p>Chair Mr Kong Eng Huat</p> <p>Members Ms Charlotte Tan Dr Bee Yong Mong</p>	<p>Tasked with safeguarding the Organisation’s financial health, this Sub-Committee oversees the annual budget, capital expenditures, and major project funding to ensure strict alignment with strategic goals. It provides critical guidance on long-term sustainability, service fee structures, and investments – ensuring all portfolios and reserve funds strictly adhere to the Organisation’s risk appetite and ethical parameters. The group rigorously monitors quarterly financial performance, mandates value-for-money procurement alongside robust internal controls, and champions industry best practices to guarantee absolute financial integrity.</p>
<p>Fundraising & Events</p> <p>Chair Dr Soon Kwang Wei Danny</p> <p>Members Mr Yong Chiang Boon Mr Kong Eng Huat Mr Steven Seow Chun Yann</p>	<p>To ensure the Organisation meets its long-term financial goals, this Sub-Committee approves fundraising strategies and specific financial targets. Acting as key connectors, members actively leverage their networks to cultivate prospective donors, while holding the wider MC accountable as active fundraising partners. The group takes the lead in hosting major initiatives, such as charity galas, and champions active donor retention initiatives. More importantly, the Sub-Committee serves as a strict governance gatekeeper. It oversees rigorous donor due diligence and adherence to donor intent, ensuring all activities remain transparent, ethical, cost-effective, and fully compliant with statutory regulations, including Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) frameworks.</p>



<p>Human Resource</p> <p>Chair Ms Tong Lai Mun</p> <p>Members Ms Aslena Bte Hussain</p>	<p>This Sub-Committee steers the policies that attract, develop, and retain a highly motivated workforce, ensuring the organisation’s headcount and capabilities are equipped to execute its annual work plans. It exercises oversight by approving SSA-benchmarked remuneration and performance-linked bonuses, ensuring robust appraisal and continuous upskilling systems are in place to keep the broader team’s competencies relevant, while providing structural support to the EXCO for the Executive Director’s evaluation. Beyond ensuring structured welfare, training, and volunteer management measures are in place, the group actively mitigates human capital risks. Furthermore, it safeguards the organisation’s integrity by maintaining the Code of Conduct for staff and volunteers, and serving as the formal, highest-level escalation body for grievances and dispute resolution.</p>
<p>Nomination</p> <p>Chair Mr Steven Seow Chun Yann</p> <p>Members Dr Bee Yong Mong Mr Kong Eng Huat Ms Tong Lai Mun</p>	<p>This Sub-Committee ensures the MC and its Sub-Committees maintain the optimal mix of skills, expertise, and independent voices by conducting formal skills gap assessments. It takes a proactive role in identifying and nominating candidates for board vacancies, Sub-Committee chairs, and key officer positions, while structuring succession plans for both the board and key management leadership roles, including the Executive Director. The group oversees the full lifecycle of board membership – from comprehensive orientation to formal cessation processes – establishing the MC Code of Conduct and ensuring all members clearly understand their governance commitments. Furthermore, the Sub-Committee drives continuous improvement by actively reviewing board performance evaluations and mandating relevant professional development.</p>
<p>Programmes, Services & Innovation</p> <p>Chair Dr Bee Yong Mong</p> <p>Members Dr Daphne Gardner Su-Lyn Dr Soon Kwang Wei Danny Dr Ester Yeoh Chai Kheng Ms Aslena Bte Hussain</p>	<p>This Sub-Committee ensures the Organisation’s core clinical services, community programmes, and innovative initiatives consistently advance its overarching vision and mission. Moving beyond advisory review, the group exercises formal governance by reviewing annual work plans, programme budgets, and new grant proposals to ensure resources are strictly optimised across all delivery platforms. It oversees relevant community research and data partnerships, and holds the authority to approve all new services prior to implementation. Tasked with proactive future planning, the Sub-Committee approaches innovation entrepreneurially – identifying resourceful solutions for diabetes care and actively leveraging strategic partnerships to scale these advancements across the sector.</p>
<p>Public Relations & Communication</p> <p>Chair Dr Ester Yeoh Chai Kheng</p> <p>Members Dr Kalpana Bhaskaran Dr Tan Hwee Huan Ms Heng Boon Ling Ms Sarah El Ms Chloe Neo</p>	<p>Tasked with safeguarding the organisation’s public voice, this Sub-Committee provides the direction for brand positioning and public relations strategies to build lasting community trust. Beyond guiding media relations and digital outreach, the group actively cultivates relationships with key stakeholders and drives two-way communication by maintaining active stakeholder engagement and feedback channels. It holds the authority to formally designate official spokespersons and mandates that all diabetes-specific content undergoes rigorous clearance by qualified medical professionals prior to public release. The Sub-Committee also ensures complex medical information is translated into accessible language – actively using community feedback to keep messaging impactful. Together with the Management Committee, this Sub-Committee provides strategic oversight for crisis communications, ensuring the organisation remains resilient and prepared for unforeseen events.</p>



CORPORATE GOVERNANCE

Peer Support Sub-Committee

Chair

Dr Daphne Gardner Su-Lyn (T1DM)
Ms Juliana Lim (T2DM)

Members

Dr Suresh Rama Chandran (T1DM)
Ms Chan Yoke Ling (T1DM)
Ms Kala Adaikan (T1DM)
Ms Candy Gan (T1DM)
Mr Arumugam Ardhanari (T2DM)

This sub-committee steers the strategic direction of Type 1 and Type 2 diabetes peer support networks, mandating the design of practical, targeted outreach initiatives that equip both people with diabetes (PwD) and their caregivers with actionable condition-management skills. It acts as the institutional voice for the community, systematically using participant feedback to advocate for their specific needs at the board level. The group actively builds a leadership pipeline by identifying and training dedicated peer facilitators, while serving as a critical governance safeguard. It enforces strict participant confidentiality and clear boundaries of support versus medical management advice, ensuring these networks provide a safe, supportive, and impactful environment for those navigating the condition.

Disclosure of Remuneration of three highest paid staff

The organisation discloses that during FY 2025, there were two staff whose annual remuneration was within the band of \$100,001 to \$200,000; there were no staff whose annual remuneration exceeded \$200,000. In FY 2025 (as with FY 2024), there were no paid staff who were close members of the family of the Executive Director or Management Committee Members who received remuneration of more than \$50,000 during the year. The process for setting the remuneration of key staff is guided by the Human Resource Sub-Committee and approved by the EXCO. No staff is involved in setting their own remuneration.

Conflict of Interest Policy

There is a clear Conflict of Interest Policy (COI) that mandates that no staff or MC Member may engage in any external interest or business that may undermine or conflict with the organisation's overall welfare. Annual declaration of interests by MC Members, key members of management, and all staff are required in writing. Where there is a conflict of interest, the MC Member or staff shall abstain from participating in the discussion, decision making and voting on the matter. The charity does not have any paid staff who is a close member of the family belonging to the Executive Director or a governing MC Member of the charity during the financial year.

Whistleblowing Policy

Diabetes Singapore is committed to maintaining a high standard of corporate governance, transparency, and ethical conduct. While the organisation is currently formalising its comprehensive whistle-blowing policy document, targeted for completion in 2026, an active and secure reporting framework is already established and operational. This mechanism provides a safe avenue for employees and external stakeholders to raise concerns regarding possible corporate or employee improprieties, or potential breaches of ethical standards, in good faith. The organisation treats all such reports with strict confidentiality to protect individuals from any potential negative consequences for reporting their concerns. The Audit & Governance Sub-Committee oversees the effectiveness of this framework and serves as the definitive escalation point for any material breakdowns in compliance. Stakeholders who come across possible improprieties are encouraged to submit their concerns directly via the dedicated online channel at <https://www.diabetes.org.sg/whistle-blowing-policy/>.

ORGANISATIONAL CHART



EXCO / Management Committee



Sub-committees to support/
advise mgt. on strategic issues
(not part of mgt. team):

- Audit & Governance
- Community Outreach & Education
- Finance / Investment
- Fundraising & Events
- Human Resource
- Nomination
- Programmes, Services & Innovation
- Public Relations & Communication
- Peer Support

Services Division

- Clinical Operations
 - Mobile Buses
 - Centres
- Clinical Partnerships & Network Development

Community Division

- Fundraising
- Community Outreach & Partnerships
- Corporate Communication & Advocacy
- Volunteer Management
- Membership
- Programmes

Corporate Division

Corporate Strategy & Governance

- Strategic Planning
- Board Secretariat
- Governance & Risk
- HR
- IT
- Legal

Corporate Admin & Finance

- Administration (includes HR Ops)
- Finance



MINUTES OF AGM

MINUTES OF THE 54TH ANNUAL GENERAL MEETING OF THE DIABETES SINGAPORE HELD ON 3RD MAY 2025 AT 2.30 PM AT EVENT HALL 1-1 LIFELONG LEARNING INSTITUTE, 11 EUNOS ROAD 8, SINGAPORE 408601

MEMBERS PRESENT: 34

1.0 54th Annual General Meeting of Diabetes Singapore

- 1.1 The 54th Annual General Meeting (AGM) of Diabetes Singapore (DS) was duly convened on Saturday, 3rd May 2025, and commenced promptly at 2:30 p.m., having met the requisite quorum in accordance with the Society's Constitution.
- 1.2 The meeting was formally called to order by Mr. Satwant Singh, Honorary Secretary of DS ("Mr Singh"), who presided over the proceedings on behalf of the Management Committee (MC).
- 1.3 Mr. Singh welcomed all members in attendance and expressed the MC's appreciation for their presence and continued support. He highlighted that the turnout was a testament to the members' active engagement and commitment to the society's mission and objectives.
- 1.4 Mr. Singh also informed members that the Notice of Meeting for the 54th AGM had been duly issued and posted to all members on 17th April 2025, in compliance with the Society's Constitution. This provided a clear notice period of 17 days, ensuring that members had ample time to prepare and participate meaningfully in the proceedings.
- 1.5 After welcoming the attendees and expressing his gratitude, Mr. Singh presented the agenda for the meeting.
 1. Confirmation of minutes of the 53rd AGM held on 11th May 2024
 2. President's address
 3. To consider and approve the Annual Report for 2024
 4. To consider and approve the Audited Balance Sheet and Statements of Accounts of the Society for the year ended 31st Dec 2024
 5. To appoint Nexia Singapore PAC as auditors for the FY ending 31st Dec 2025
 6. To consider and adopt the proposed changes to the Constitution as per Appendix A
 7. To consider any subject and the notice of which has been received by the Honorary Secretary in writing at least seven (7) clear days before the day of the meeting in accordance with Rule 7 of the Constitution.
 8. Any other matters

2.0 Agenda Item 1 - To confirm the minutes of the 53rd Annual General Meeting held on 6th May 2023

- 2.1 The minutes of the 53rd AGM held on 11th May 2024 were presented to the members for formal review and confirmation. After a thorough review and with no objections raised, the minutes were confirmed to be a true and accurate record of the proceedings.
- 2.2 The adoption of the said minutes was proposed by Mr. Albert Lim Mon Cheong and seconded by Mr. Tan Hwee Leng. The motion was carried unanimously, and the minutes were officially adopted as part of the records of DS.

3.0 Agenda Item 2 - Address by the President

3.1 Presentation on the New Vision and Renewed Mission of DS

- 3.1.1 Dr. Bee Yong Mong, President of DS ("Dr. Bee"), delivered a presentation outlining the organisation's newly defined Vision and renewed Mission, which reflect its strategic direction and continued commitment to the national effort in combatting diabetes.

Vision

To lead the fight against diabetes by championing early detection and empowering individuals to live healthier, fuller lives.

Mission

1. To collaborate with partners to raise diabetes awareness and facilitate early detection of diabetes in the community.
2. To advocate for education and access to care for all individuals affected by diabetes.
3. To empower individuals to live healthy, fulfilling lives free from diabetes-related complications.

3.1.2 Dr. Bee emphasised that this refreshed Vision and Mission will guide all future programmes, partnerships, and strategic initiatives of the organisation, ensuring alignment with national health priorities and the evolving needs of the population.

3.2 Presentation and Adoption of the New Organisational Structure

3.2.1 Dr. Bee presented the newly developed Organisational Structure of DS, which has been designed to better align the organisation's operations with its refreshed Vision and Mission. The revised structure aims to enhance operational efficiency, strengthen governance, and support the organisation's strategic priorities as it continues its fight against diabetes in Singapore.

3.2.2 The new structure reflects a streamlined and functional model that promotes accountability, cross-functional collaboration, and responsiveness to community needs. Key highlights include:

- **Clear delineation of functional departments**, including:
 - **Health Services** (covering clinics, mobile screenings, and nursing operations)
 - **Community Partnerships & Programmes** (including outreach, volunteer engagement, and support groups)
 - **Corporate Services** (encompassing Finance, HR, Admin, and Governance)
 - **Communications & Advocacy** (handling public relations, education campaigns, and media outreach)
 - **Fundraising & Development** (focusing on donor engagement, sponsorships, and sustainability)
- **Strengthened leadership oversight**, with each department headed by a Manager or Director reporting directly to the Executive Director, ensuring strategic alignment and timely decision-making.
- **Enhanced reporting channels** to the MC, ensuring regular oversight, transparency, and strategic guidance in line with the organisation's governance framework.

3.2.3 The MC has reviewed the new structure and endorsed its implementation in phases. The necessary manpower adjustments and capacity-building plans are underway.

3.2.3 Dr. Bee stressed that this restructuring represents a significant step forward in reinforcing DS's institutional capabilities to better serve the community and uphold its commitment to excellence and impact.

3.3 Presentation on Community Outreach Initiatives

3.3.1 Dr. Bee highlighted the organisation's ongoing and upcoming community outreach efforts, with a particular focus on reaching diverse population segments across Singapore.

3.3.2 He emphasised DS's continued commitment to bringing diabetes awareness, early detection, and education to all communities, including ethnic minorities, lower-income groups and seniors, through tailored outreach programmes. These initiatives are aligned with the organisation's mission to ensure inclusivity, accessibility, and cultural sensitivity in diabetes prevention and care.

3.3.3 Dr. Bee shared on the key outreach efforts including but not limited to:

- Community Health screening services deployed to heartland areas, religious centres, and community events to increase accessibility to health checks.
- Collaborations with community partners such as mosques, temples, resident committees, welfare organisations, and ethnic self-help groups to co-create impactful and relatable health programmes.
- Multilingual education materials and health talks designed to cater to different language groups and literacy levels.
- Culturally adapted engagement activities such as health carnivals, cooking demos, and physical activity sessions that encourage participation and lifestyle change within familiar contexts.
- Special outreach to vulnerable populations, including migrant workers and isolated seniors, in partnership with NGOs and social service agencies.



3.3.4 Dr. Bee reiterated that these efforts are central to the organisation’s strategy of building a diabetes-resilient nation by empowering individuals from all walks of life to take charge of their health. He also recognised the contributions of community partners and volunteers in amplifying the reach and impact of these initiatives.

3.4 Looking Ahead: Strategic Direction and Leadership Transition

3.4.1 Dr. Bee concluded the session with a forward-looking address on the organisation’s upcoming strategic priorities and leadership transition.

3.4.2 As part of this transition, it was formally announced that Mr. Satyaprakash Tiwari, Executive Director of DS, will be stepping down from his role. The MC extends its deepest appreciation to Mr. Tiwari for his dedicated leadership, guidance, and significant contributions to the growth and transformation of DS over the past years.

3.4.3 Dr. Bee outlined key focus areas as the organisation embarks on its next phase of development:

- **Formation of a New Leadership Team.** A new leadership structure will be established to ensure a smooth transition and continuity of operations, guided by strategic foresight and organisational values.
- **Expansion of the MC.** The MC has been strengthened with the addition of new members, who bring diverse expertise to support governance, innovation, and sustainable growth.
- **Strengthening of Audit, Governance, and HR Policies.** Ongoing efforts are being made to review and enhance internal controls, human resource frameworks, and compliance with sector best practices to ensure organisational resilience and integrity.
- **Enhancement of Public Relations and Communications.** The organisation will prioritise building a stronger public presence, improving stakeholder engagement, and increasing visibility of DS’s mission and programmes.
- **Focused Fundraising Initiatives.** Several key fundraising events, including the Charity Golf Tournament, Gala Dinner, and World Diabetes Day 2025, are planned to secure the resources necessary for programme expansion and longterm sustainability.
- **Advocacy and Community Voice.** DS will continue to champion policies and programmes that advocate for the rights, support, and well-being of individuals living with or at risk of diabetes, ensuring their voices are heard in national health conversations.

3.4.4 Dr. Bee expressed confidence that with these strategic priorities and a renewed leadership commitment, DS is well-positioned to lead the fight against diabetes.

4.0 Agenda Item 3 - To Consider and Approve the Annual Report for the Year 2024

4.1 As part of the proceedings of the AGM of DS, Mr. Singh presented the Annual Report for the financial year 2024. The report provided a comprehensive and insightful overview of the organisation’s key activities, strategic initiatives, programme outcomes, and milestones achieved over the past year.

4.2 The Annual Report was well-received the annual report. The presentation reflected the organisation’s continued commitment to its mission and demonstrated measurable progress in community outreach, health services, governance, and partnerships.

4.3 No substantive questions, objections, or concerns were raised, reflecting a strong endorsement of the strategic direction and operational performance of DS in 2024.

4.4 Following the presentation, Mr. Jimmy Ong proposed the motion to formally adopt the Annual Report for the year 2024 as presented. The motion was seconded by Ms. Christina Tan. With no objections, the motion was unanimously carried, and the Annual Report was duly approved and adopted by the members.

5.0 Agenda Item 4 - To consider and approve the Audited Balance Sheet and Statement of Accounts of the Society for the year ended 31st December 2024



- 5.1 Mr. Kong Eng Huat (“Mr. Kong”), MC Member, presented the Audited Financial Statements for the financial year ended 31st December 2024 on behalf of the Honorary Treasurer. The presentation offered members a comprehensive and transparent overview of DS’s financial position, performance, and prudent management of resources over the past year.
- 5.2 Mr. Kong informed the members that the audit was conducted by Nexia Singapore PAC (formerly known as Kreston ACA PAC), who has been serving as the organisation’s external auditor since FY2021. He confirmed that:
- The accounting and other statutory records required to be maintained by the Society have been properly kept in accordance with the provisions of the Societies Regulations under the Societies Act, as well as the Charities Act and its subsidiary regulations.
 - The audited financial statements received an unqualified opinion, and there were no material issues or concerns raised by the auditors.
- 5.3 He further elaborated on key financial highlights, including total income and expenditure, sources of revenue, grant utilisation, and programme-related spending. Mr. Kong reaffirmed that the audit was carried out in accordance with the Charities Accounting Standard and all applicable regulatory frameworks.
- 5.4 There was a net loss of \$254,926 for FY2024. This was mainly due to the cessation of MOH Community Care Salary Enhancement funding (CCSE) in 2024. The MC had appealed to MOH in April 2024 to continue the funding. MOH agreed in March 2025 to fund \$439,000 in a one-time disbursement in May/June 2025.
- 5.5 Government grants and funding will become more challenging going forward. To address this, the MC have enhanced its fundraising programmes and will boost its revenue from its operations.
- 5.6 The presentation was well-received by the members. No material queries or objections were raised during the session.
- 5.7 The motion to adopt the Audited Financial Statements for the year ended 31st December 2024 was proposed by Ms. Christina Tan and seconded by Mr. Tay Choon Mong. The motion was carried unanimously.

6.0 Agenda Item 5 - To appoint Nexia Singapore PAC (formerly known as Kreston ACA PAC) as auditors for the financial year ending 31st December 2025

- 6.1 The meeting considered the re-appointment of Nexia Singapore PAC as the external auditors for DS for the financial year ending 31st December 2025. Nexia Singapore PAC, formerly known as Kreston ACA PAC, has been the organisation’s appointed auditor since FY2021 and has consistently demonstrated professionalism, independence, and adherence to regulatory standards.
- 6.2 The motion to appoint Nexia Singapore PAC as the auditors for the financial year ending 31st December 2025 was proposed by Mr. Tay Choon Mong and seconded by Mr. Dennis Tan. There being no objections, the motion was carried unanimously.

7.0 Agenda Item 6 - To consider and adopt the proposed changes to the Constitution as per Appendix A

- 7.1 The meeting was invited to consider and adopt the proposed amendments to the Constitution of DS. These amendments had been reviewed and endorsed by the MC and circulated to all members in advance of the AGM, in accordance with the required notice period under the Constitution.
- 7.2 Mr. Singh presented the proposed constitutional changes to the members. (Refer to Annex for the proposed amendments.)
- 7.3 The amendments were presented with the intent to enhance the organisation’s governance framework, align with updated statutory requirements from the Registrar of Societies and Charity Council, and to better support the Society’s evolving operational and strategic needs
- 7.4 Following a discussion, and after all queries were satisfactorily addressed, the members expressed their general agreement and support for the proposed changes. There were no objections or further amendments proposed during the meeting.

MINUTES OF AGM

7.5 The motion to adopt the revised Constitution of DS was proposed by Dr. Kalpana Bhaskaran and seconded by Mr. Jimmy Ong. The motion was carried unanimously.

7.6 It was noted that the amended Constitution will be submitted to the Registrar of Societies (ROS) for formal approval, following which the revised Constitution will come into effect.

8.0 Agenda Item 7 - To consider any subject for which notice has been received by the Honorary Secretary in writing at least seven (7) clear days before the meeting, in accordance with Rule 7 of the Constitution*

8.1 Mr. Singh informed members that the Society had received an email from Mr. Dennis Tan Wu Chen dated 24th April 2025, proposing the establishment of an official WhatsApp chat group for all members and staff of DS.

8.2 In his proposal, Mr. Tan expressed concern over the existence of multiple unofficial DS-related WhatsApp groups, which, while useful for informal exchanges among members, lacked clarity regarding their source and status. He noted that these channels, although inclusive in some ways, may have unintentionally excluded certain members from key updates and posed the risk of misinformation or misinterpretation of official communications.

8.3 To address these concerns, Mr. Tan proposed that DS form a single, official WhatsApp chat group, exclusively for DS members and staff. He suggested that this official channel would serve as a centralised platform for timely and verified communication on important matters.

8.4 Participation in the group would be voluntary, with members given the option to opt out. The initiative assumes that DS maintains an updated record of members' contact information to facilitate the creation and management of the group.

8.5 It was also suggested that the group be administered by two to three appointed administrators, who may include member-volunteers if necessary. These administrators would be responsible for moderating the content, ensuring that communications remain relevant, respectful, and aligned with the group's intended purpose. Members would also be encouraged to refrain from posting unrelated content.

8.6 Following the establishment of the official group, members would remain free to create their own informal or interest-based subgroups, as needed, without conflict with the formal channel.

8.7 Mr. Kong informed members that all official announcements from Diabetes Singapore will be posted on the DS website and social media. He also requested members to consider the effectiveness of WhatsApp chat groups, where members can post many messages that may not always be relevant to other members.

8.8 The MC acknowledged the merits of the proposal and agreed to review its feasibility and implementation, ensuring that it aligns with organisational policies, PDPA compliance, platform security (i.e., WhatsApp versus Telegram), and communication best practices. Further discussions and action steps will be taken by the MC meeting.

9.0 Agenda Item 9 - Any other matters

9.1 Appointment of Trustee

9.1.1 The meeting was invited to consider and approve the proposal to appoint Dr. Kevin Tan Eng Kiat as a Trustee of DS.

9.1.2 Dr. Tan is a distinguished medical professional with a longstanding track record in diabetes care and advocacy. His expertise, integrity, and commitment to the cause align closely with the values and mission of DS. The MC is confident that Dr. Tan's appointment will further strengthen the oversight and governance framework of the organisation.

9.1.3 The motion to appoint Dr. Tan as a Trustee of DS was proposed by Mr. Tay Choon Mong and seconded by Mr. Dennis Tan. There being no objections, the motion was unanimously carried.

9.2 Changes in the Composition of the MC



- 9.2.1 The meeting was invited to consider and approve the following proposed changes to the MC of DS:
- The appointment of Mr. Kong Eng Huat as Honorary Treasurer, replacing Ms. Parveen Kaur, who has stepped down from the role. Ms. Kaur has also stepped down as an MC member.
 - The co-opting of Ms. Charlotte Tan as an MC member and appointment as Honorary Assistant Treasurer, replacing Ms. Aslena, who has relinquished her position.
- 9.2.2 Members engaged in a brief deliberation regarding the appropriateness of making changes to key appointments (i.e., Honorary Treasurer and Assistant Honorary Treasurer) within MC and appointment of new MC member during a non-election year, and whether these changes would be in compliance with the organisation's Constitution and the Charity Council's Code of Governance.
- 9.2.3 In response, Mr. Steven Seow, Chair of the Nomination Sub-Committee, clarified that the Constitution provides for the co-option or appointment of office bearers in the event of a vacancy, subject to endorsement by the MC and ratification at the AGM. He further affirmed that the proposed appointments were necessary to ensure continuity in financial oversight and governance functions, and that the process followed was consistent with internal procedures and regulatory guidelines.
- 9.2.4 The motion to approve the appointments of Mr. Kong as Honorary Treasurer and to co-opt Ms. Charlotte Tan as a MC member first and subsequently as Honorary Assistant Treasurer, was proposed by Ms. Juliana Lim and seconded by Mr. Dennis Tan. With no objections raised, the motion was carried unanimously.

(Afternote: On 6 May 2025, the Ministry of Health (MOH) Sector Administrator was formally notified that DS convened its 54th AGM on 3rd May 2025. As the current year is not an election year, clarification was sought from the Sector Administrator regarding the appropriateness of the replacements of key office bearers and the co-opting of new MC member(s). The MOH Sector Administrator acknowledged the updates regarding changes to the Board composition. The Sector Administrator did not flag any concerns regarding the appointments and advised that any change in Board members, regardless of whether it is an election year, must be reported to the Commissioner of Charities within seven days. Additionally, for updates involving the addition of a Board member, the organisation is required to first submit the relevant updates via the Registry of Societies (ROS) Portal. DS should allow for a two to three- day period after updating the ROS Portal to ensure that changes are reflected in the Charity Portal before submitting a new application to update the Organisation Profile under the section for Governing Board Members, Key Officers, and Trustees. DS has adhered to the prescribed procedures and timelines to ensure compliance with regulatory requirements.)

10.0 Conclusion of the Meeting

With no further matters on the agenda, the meeting was officially concluded at 4:00 PM. A vote of thanks was extended to the chair.

The meeting was adjourned with a mutual sense of accomplishment and a renewed commitment to advancing the mission of DS.

-End of AGM-

Recorded by:
Mr. Satyaprakash Tiwari, Executive Director, Diabetes Singapore

Vetted by:
Mr. Satwant Singh, Honorary Secretary, Diabetes Singapore

Approved by:
Dr. Bee Yong Mong, President, Diabetes Singapore



GOVERNANCE EVALUATION CHECKLIST (TIER 2)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
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
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
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		2
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	Partial Compliance	In progress for capability plan.	1
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		2
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		2
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		2
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		2
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		2



GOVERNANCE EVALUATION CHECKLIST (TIER 2)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p> <p>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.</p>	2.6	Yes		2
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		2
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		2
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		2





GOVERNANCE EVALUATION CHECKLIST (TIER 2)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
14	<p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p>	2.9d	Yes		2
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		2
16	<p>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.</p> <p>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.</p>	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
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	Partial Compliance	In progress.	1
20	Take into consideration the ESG factors when conducting the charity’s activities.	3.5	Partial Compliance	In progress for (E).	1
Principle 4: The charity is well-managed and plans for the future.					
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.</p> <p>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).</p>	4.1a	Yes		2
22	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity’s objectives.</p> <p>b. Implement appropriate internal controls to manage and monitor the charity’s funds and resources. This includes key processes such as:</p> <p>i. Revenue and receipting policies and procedures;</p> <p>ii. Procurement and payment policies and procedures; and</p> <p>iii. System for the delegation of authority and limits of approval.</p>	4.1b	Yes		2



GOVERNANCE EVALUATION CHECKLIST (TIER 2)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
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	No loans, donations, grants, or financial assistance was provided in 2025.	2
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	Partial Compliance	We have just completed our Internal Audit and will be engaging an external Enterprise Risk Management (ERM) consultant to develop our ERM framework and action plan.	1
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Partial Compliance	In progress for the following: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; f. Information Technology (IT) including data privacy management and cyber-security; h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	1
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	Partial Compliance	In progress for developing IT and Data Management policies.	1
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	Partial Compliance	We have engaged an external Enterprise Risk Management (ERM) consultant to develop our risk management framework that will help identify key and emerging risks for the sustainability of the organisation. We aim to complete this before the next year’s GEC.	1
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		2
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	Our Board members receive no remuneration.	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member’s attendance.	5.3	Yes		2





GOVERNANCE EVALUATION CHECKLIST (TIER 2)



SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or ‘Partial Compliance”, please explain.	Score
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		2
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		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. b. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity’s governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	In progress.	2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity’s stakeholders and the public (For example, focus on the charity’s branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity’s stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance	In progress.	1

Total Score 68

Percentage 89%
= (Total Score/Full Marks of 76) x 100%





DIABETES SINGAPORE

Unique Entity Number: S71SS0043E

AUDITED FINANCIAL STATEMENTS

for the financial year ended 31 December 2025

DIABETES SINGAPORE
STATEMENT OF THE MANAGEMENT COMMITTEE AND AUDITED FINANCIAL STATEMENTS
for the financial year ended 31 December 2025

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DIABETES SINGAPORE
STATEMENT OF THE MANAGEMENT COMMITTEE
for the financial year ended 31 December 2025

In the opinion of the Management Committee members,

- (a) the financial statements of Diabetes Singapore (“Society”) are properly drawn up in accordance with the provisions of the Societies Act 1966 (the “Societies Act”), the Charities Act 1994 and other relevant regulations (“the Charities Act and Regulations”) and Charities Accounting Standards (“CASs”), so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2025 and the financial activities and cash flows of the Diabetes Singapore (the “Society”) for the year ended 31 December 2025;
- (b) the Society has complied with the requirements of Regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations;
- (c) the use of the donation moneys is in accordance with the objectives of the Society as required under Regulations 16 of the Charities (Institutions of a Public Character) Regulations;
- (d) at the date of this statement, there are reasonable grounds to believe that the Society will be able to pay its debts as and when they fall due; and
- (e) the accounting records required by the Society have been properly kept in accordance with the provisions of the Societies Regulation enacted under this Societies Act, the Charities Act and Regulations.

The Management Committee, comprising the following, has on the date of this statement, authorised the issue of these financial statements.

President	: Bee Yong Mong	
Vice-president	: Daphne Gardner Su-Lyn	
Vice-president	: Soon Kwang Wei Danny	
Honorary Secretary	: Satwant Singh S/O Sarban Singh	
Assistant Honorary Secretary	: Ester Yeoh Chai Kheng	
Honorary Treasurer	: Kong Eng Huat	- appointed on 4 June 2025
Assistant Honorary Treasurer	: Tan Limin Charlotte	- appointed on 4 June 2025
Committee Member	: Aslena Bte Hussain	
Committee Member	: Ong Kian Shang, Edmund	
Committee Member	: Steven Seow Chun Yann	
Committee Member	: Tong Lai Mun	
Committee Member	: Ang Peng Kwee	- appointed on 4 November 2025
Committee Member	: Margaret Yeow	- appointed on 4 November 2025
Committee Member	: Chloe Neo	- appointed on 4 November 2025

For and on behalf of the Management Committee,

Bee Yong Mong

.....
Bee Yong Mong
President

Kong Eng Huat

.....
Kong Eng Huat
Honorary Treasurer

Date: 28 April 2026



Nexia Singapore PAC

Chartered Accountants of Singapore

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INDEPENDENT AUDITOR'S REPORT TO THE COMMITTEE MEMBERS OF DIABETES SINGAPORE

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of DIABETES SINGAPORE (the "Society"), which comprise the statement of financial position as at 31 December 2025, the statement of financial activities and statement of cash flows of the Society for the year then ended, and notes to financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Charities Accounting Standards ("CASs"), so as to present fairly, in all material respects, the financial position of the Society as at 31 December 2025, the statement of financial activities and statement of cash flows of the Society for the financial year then ended.

Basis for Opinion

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

Other Information

Management is responsible for other information. The other information comprises the Statement of the Management Committee set out on page 1.

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

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



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**INDEPENDENT AUDITOR'S REPORT TO THE COMMITTEE MEMBERS OF DIABETES SINGAPORE
(CONTINUED)**

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with provision of the Societies Act, the Charities Act and Regulations and CASs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

The Management Committee's responsibilities include overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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



Nexia Singapore PAC

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**INDEPENDENT AUDITOR'S REPORT TO THE COMMITTEE MEMBERS OF DIABETES SINGAPORE
(CONTINUED)**

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Other Legal and Regulatory Requirements

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

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

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

Nexia Singapore PAC

NEXIA SINGAPORE PAC

Public Accountants and
Chartered Accountants

Singapore

Engagement partner: Chew Yong Zhi

Date: 28 April 2026

**DIABETES SINGAPORE
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Note	Unrestricted funds S\$	2025 Restricted funds S\$	Total S\$
Income				
Income from generated funds				
Voluntary income	4	1,718,206	-	1,718,206
Investment income	5	34,125	-	34,125
Income from charitable activities	6	417,632	-	417,632
Other income	7	15,028	-	15,028
Total income		<u>2,184,991</u>	<u>-</u>	<u>2,184,991</u>
Expenditures				
Charitable activities	8	(1,660,301)	(19,158)	(1,679,459)
Governance costs	9	(136,851)	-	(136,851)
Other expenditures	11	(4,676)	-	(4,676)
Total expenditures		<u>(1,801,828)</u>	<u>(19,158)</u>	<u>(1,820,986)</u>
Net income/(loss)		383,163	(19,158)	364,005
Total funds brought forward	23,24,25	1,825,286	260,140	2,085,426
Total funds carried forward		<u>2,208,449</u>	<u>240,982</u>	<u>2,449,431</u>

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

DIABETES SINGAPORE
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds S\$	2024 Restricted funds S\$	Total S\$
Income				
Income from generated funds				
Voluntary income	4	874,355	-	874,355
Investment income	5	16,661	-	16,661
Income from charitable activities	6	373,783	-	373,783
Other income	7	47,755	-	47,755
Total income		<u>1,312,554</u>	<u>-</u>	<u>1,312,554</u>
Expenditures				
Charitable activities	8	(1,405,971)	(32,328)	(1,438,299)
Governance costs	9	(127,318)	-	(127,318)
Other expenditures	11	(1,863)	-	(1,863)
Total expenditures		<u>(1,535,152)</u>	<u>(32,328)</u>	<u>(1,567,480)</u>
Net loss		(222,598)	(32,328)	(254,926)
Total funds brought forward	23,24,25	1,882,884	292,468	2,175,352
Restatement	27	165,000	-	165,000
Total funds brought forward (Restated)		<u>2,047,884</u>	<u>292,468</u>	<u>2,340,352</u>
Total funds carried forward		<u>1,825,286</u>	<u>260,140</u>	<u>2,085,426</u>

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

**DIABETES SINGAPORE
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025**

	Note	2025 S\$	2024 S\$ Restated	2023 S\$ Restated
ASSETS				
Non-current asset				
Plant and equipment	12	62,412	90,821	133,245
		<u>62,412</u>	<u>90,821</u>	<u>133,245</u>
Current assets				
Inventories	13	34,854	40,369	33,858
Trade receivables	14	170,820	95,902	92,892
Other receivables	15	27,162	26,340	26,479
Grant receivables	16	346,388	161,777	794,571
Cash and cash equivalents	17	2,275,075	1,955,464	1,768,763
		<u>2,854,299</u>	<u>2,279,852</u>	<u>2,716,563</u>
Total assets		<u>2,916,711</u>	<u>2,370,673</u>	<u>2,849,808</u>
LIABILITIES AND FUNDS				
Non-current liability				
Deferred revenue	18	156,800	171,927	188,859
		<u>156,800</u>	<u>171,927</u>	<u>188,859</u>
Current liabilities				
Trade payables	19	12,763	14,948	14,976
Other payables and accruals	20	91,846	78,133	65,941
Deferred revenue	18	18,421	18,813	18,596
Deferred grants	21	1,426	1,426	221,084
Provision	22	186,024	-	-
		<u>310,480</u>	<u>113,320</u>	<u>320,597</u>
Total liabilities		<u>467,280</u>	<u>285,247</u>	<u>509,456</u>
Funds				
Unrestricted funds	23	2,208,449	1,825,286	2,047,884
Restricted funds	24	240,982	260,140	292,468
Total funds		<u>2,449,431</u>	<u>2,085,426</u>	<u>2,340,352</u>
Total liabilities and funds		<u>2,916,711</u>	<u>2,370,673</u>	<u>2,849,808</u>

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

DIABETES SINGAPORE
STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 S\$	2024 S\$
Cash flows from operating activities			
Net income/(loss)		364,005	(254,926)
Adjustments for:			
Depreciation of plant and equipment	12	33,847	53,063
Interest income	5	(34,125)	(16,661)
Provision for recovery of grant income	8	186,024	-
Reversal of impairment of trade receivables	14	(3,225)	(17,056)
		<u>546,526</u>	<u>(235,580)</u>
Changes in working capital:			
Inventories		5,515	(6,511)
Trade receivables		(71,693)	14,046
Other receivables		4,463	139
Grant receivables		(184,611)	632,794
Trade payables		(2,185)	(28)
Other payables and accruals		13,713	12,192
Deferred revenue		(15,519)	(16,715)
Deferred grants		-	(219,658)
Net cash generated from operating activities		<u>296,209</u>	<u>180,679</u>
Cash flows from investing activities			
Purchase of plant and equipment	12	(5,438)	(10,639)
Interest received		28,840	16,661
Net cash generated from investing activities		<u>23,402</u>	<u>6,022</u>
Net increase in cash and cash equivalents		319,611	186,701
Cash and cash equivalents at 1 January		1,955,464	1,768,763
Cash and cash equivalents at 31 December	17	<u>2,275,075</u>	<u>1,955,464</u>

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

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. Corporate information

DIABETES SINGAPORE (the "Society") is registered under the Societies Act 1966 and domiciled in Singapore. The Society is also a registered charity under Charities Act 1994. The Society's Registration Number is S71SS0043E.

The Society's registered office and principal place of operation is located at 528 Jurong West Street 52, #01-353 Singapore 640528.

The principal activities of the Society are to promote the understanding of the causes and treatment of diabetes and to publicise information concerning diabetes.

The Society is granted Institution of a Public Character ("IPC") status for the period from 1 July 2023 to 30 June 2026.

2. Summary of significant accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with Charities Act 1994, Societies Act 1966 and Charities Accounting Standards ('CASs').

The financial statements have been prepared on the historical cost basis.

The financial statements are presented in Singapore Dollars (S\$), which is the Society's functional currency.

2.2 Plant and equipment

Measurement

Plant and equipment are measured at cost less accumulated depreciation.

The cost of plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Society has adopted a capitalisation policy wherein items of plant and equipment above S\$1,000 are capitalised.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items (major components) of plant and equipment.

The gain or loss on disposal of an item of plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of plant and equipment and is recognised in the statement of financial activities.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

2. Summary of significant accounting policies (Continued)

2.2 Plant and equipment (Continued)

Subsequent costs

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

Depreciation

Depreciation is based on the cost of an asset less its residual value.

Depreciation is recognised in statement of financial activities on a straight-line basis over their estimated useful lives of each component of an item of plant and equipment.

The estimated useful lives are as follows:

	Useful lives
IT systems & computers	1 year
Furniture and fittings	3 years
Office equipment	3 years
Motor vehicles	10 years
Renovation	10 years

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

2.3 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average basis and includes expenditure incurred in acquiring the inventories, production or conversion costs, and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and selling expenses.

2.4 Receivables

Receivables, excluding prepayments, are measured at initial recognition at transaction price, excluding transaction costs, if any. Transaction costs shall be recognised as expenditure in the statement of financial activities. Prepayments shall be initially recognised at the amount paid in advance for the economic resources expected to receive in future.

After initial recognition, trade and other receivables, excluding prepayments, shall be measured at cost less any accumulated impairment losses. Prepayments shall be measured at the amount paid less the economic resources received or consumed during the financial period.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

2. Summary of significant accounting policies (Continued)

2.4 Receivables (Continued)

At each reporting date, where there is objective evidence that a receivable is impaired, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of financial activities. The allowance recognised is measured as the difference between the asset's carrying amount and the undiscounted future cash flows that the Society expects to receive from the receivables. When a recoverable is uncollectible, it is written off against the allowance account for receivables.

Subsequent recoveries of amounts previously written off are credited in the statement of financial activities.

2.5 Deferred grants

The Society receives grants or donations with conditions attached that must be fulfilled before the Society has unconditional entitlement to the grants or donations.

As at reporting date deferred grants are recognised where uncertainty exists as to whether the Society can meet the conditions attached to the grants or donations. Subsequently, when the conditions imposed on the grants or donations can be met, they will be recognised as income in statement of financial activities.

2.6 Payables

Payables are initially measured at transaction price, excluding transaction costs, if any, both at initial recognition and at subsequent measurement. Transactions costs shall be recognised as expenditure in the statement of financial activities as incurred. Accruals shall be recognised at the best estimate of the amount payables.

2.7 Operating leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of incentives received from the lessor) are recorded to the statement of financial activities on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

2.8 Provisions

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

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

2. Summary of significant accounting policies (Continued)

2.8 Provisions (Continued)

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

2.9 Funds

(a) Unrestricted funds

Unrestricted funds are expendable at the discretion of the Society's Management Committee in furtherance of the Society's objects.

(b) Restricted funds

Restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority or created through legal process, but still within the wider objects of the Society.

Unless specifically indicated, fund balances are not represented by any specific assets or liabilities but are represented by all assets of the Society.

2.10 Employee benefits

(a) Defined contribution plans

The Society makes contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) Short-term employee benefits

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

2.11 Expenditure recognition

All expenditure is accounted for on accrual basis, aggregated under the respective areas.

Direct costs are attributed to the activity where possible. Where costs are not wholly attributable to an activity, they are apportioned on a basis consistent with the use of resources.

Cost of charitable activities

Expenditure on charitable activities comprises all costs incurred in undertaking work to meet the charitable objects of the Society. Such costs include the direct costs of the charitable activities of the Society together with those support costs incurred that enable these activities to be undertaken.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

2. Summary of significant accounting policies (Continued)

2.11 Expenditure recognition (Continued)

Cost of charitable activities (Continued)

Governance costs include the costs of governance arrangement, which relate to the general running of the Society as opposed to the direct management functions inherent in generating funds, service delivery and programme or project work. Governance costs will normally include both direct costs such as internal and external audit, legal advice for the Society and costs associated with constitutional and statutory requirements, and related support costs which where material, would comprise apportionment of shared and indirect costs involved in supporting the governance activities.

2.12 Income recognition

Income is recognised in the statement of financial activities to the extent that the Society becomes entitled to the income, when it is probable that the income will be received; and when the amount of the income can be measured with sufficient reliability.

(a) Voluntary income

Donations and sponsorships

Donations and sponsorships are recognised at a point in time when received, except for committed donations and sponsorships that are recorded when there is certainty over the amount committed by the donors and over the timing of the receipt of the donations and sponsorships.

Government grants

Grants from the government are recognised only when there is sufficient evidence that the Society has complied with the conditions of the grants and grants will be received. Such grants are recognised on an accrual basis. Grants recognised in the statement of financial activities are calculated based on the funding principles of the relevant government organisations.

Subsequent adjustments to the grants, upon finalisation by the relevant government organisations, are recognised in the statement of financial activities in the financial year in which it is finalised.

(b) Investment income

Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

(c) Income from charitable activities

Sale of merchandise

Revenue from sales of merchandise is recognised upon the transfer of significant risks and rewards of ownership of the goods to the customers.

Service income

Service income is recognised upon completion of the services rendered.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

2. Summary of significant accounting policies (Continued)

2.13 Taxes

The Society is exempted from income tax on income and gains under the Income Tax Act 1947 to the extent that these are applied to its charitable objects.

3. Significant accounting judgements and estimates

The preparation of the Society's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(a) Useful lives of plant and equipment

Management periodically reviews the estimated useful lives and residual values of plant and equipment during the financial year for reasonableness. The carrying amounts of the Society's plant and equipment are disclosed in Note 12. The Society's plant and equipment are currently depreciated on a straight line basis, over the estimated useful lives of between 1 to 10 years.

(b) Amortisation of deferred revenue – Life membership fees

Life membership was offered to members of the Society before 2013. The management amortises the life membership fees over the period of 24 years. The period of amortisation of 24 years is determined based on the average life span of a Singaporean of 83 years (extracted based latest statistics made available by World Health Organisation) less the average age of the life members of 59 years as 1 January 2013. The average age of the members is determined based on the records of the life members maintained by management. During the current financial year, management recorded the amortisation of the deferred revenue of S\$15,430 as Membership subscription fees.

(c) Recognition of deferred grant income – President's Challenge grant

Grant income is recognised when the conditions attached to the grant have been satisfied, based on the extent to which qualifying expenditure has been incurred. Management applies judgement in determining whether the underlying activities and related expenditure meet the qualifying conditions of the grant, including the assessment of staff involvement in programme delivery and the attribution of payroll and related costs to the approved activities based on available supporting documentation. The timing and amount of grant income recognised are dependent on management's assessment of when the qualifying conditions have been met, and changes in such assessments may affect the amount of grant income recognised in the financial statements.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

4. Voluntary income

	Unrestricted funds S\$	2025 Restricted funds S\$	Total S\$
Donations and sponsorship	928,978	-	928,978
Government grants	789,228	-	789,228
	<u>1,718,206</u>	<u>-</u>	<u>1,718,206</u>

	Unrestricted funds S\$	2024 Restricted funds S\$	Total S\$
Donations and sponsorship	401,059	-	401,059
Government grants	473,296	-	473,296
	<u>874,355</u>	<u>-</u>	<u>874,355</u>

During the financial year, the Society issued tax deductible receipts for donations of Unrestricted Funds totaling of S\$703,880 (2024: S\$120,395).

5. Investment income

	2025 Unrestricted funds S\$	2024 Unrestricted funds S\$
Interest income	<u>34,125</u>	<u>16,661</u>

6. Income from charitable activities

	2025 Unrestricted funds S\$	2024 Unrestricted funds S\$
Service income	346,837	282,122
Sale of merchandise	47,456	54,338
Membership subscription fees	16,729	18,815
Reversal of impairment of trade receivables	3,225	17,056
Miscellaneous income	3,385	1,452
	<u>417,632</u>	<u>373,783</u>

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. Other income

	2025	2024
	Unrestricted	Unrestricted
	funds	funds
	S\$	S\$
Compensation in lieu	2,837	-
CPF transition offset	901	531
Job growth incentive	-	(9,374)
MSF childcare leave	527	-
Special Employment Credit	276	1,644
Wage credit scheme	10,487	54,954
	<u>15,028</u>	<u>47,755</u>

8. Charitable activities

	Unrestricted	2025	Total
	funds	Restricted	S\$
	S\$	funds	
		S\$	
Cost of services rendered	57,871	-	57,871
Depreciation of plant and equipment			
- Unrestricted funds	14,689	-	14,689
- Care and Share fund	-	17,858	17,858
- Invictus fund	-	1,300	1,300
Purchase of merchandise	44,598	-	44,598
Events and newsletter expenses	206,156	-	206,156
Employee benefit expenses (Note 10)	995,847	-	995,847
Provision for recovery of grant income (Note 22)	186,024	-	186,024
Office rental	9,413	-	9,413
Repairs, maintenance and utilities expenses	74,977	-	74,977
Others	70,726	-	70,726
	<u>1,660,301</u>	<u>19,158</u>	<u>1,679,459</u>

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

8. Charitable activities (Continued)

	Unrestricted funds S\$	2024 Restricted funds S\$	Total S\$
Cost of services rendered	39,170	-	39,170
Depreciation of plant and equipment			
- Unrestricted funds	20,735	-	20,735
- Care and Share fund	-	17,858	17,858
- Community Silver Trust fund	-	11,196	11,196
- Invictus fund	-	3,274	3,274
Purchase of merchandise	40,417	-	40,417
Events and newsletter expenses	136,546	-	136,546
Employee benefit expenses (Note 10)	1,051,272	-	1,051,272
Office rental	9,514	-	9,514
Repairs, maintenance and utilities expenses	57,988	-	57,988
Others	50,329	-	50,329
	<u>1,405,971</u>	<u>32,328</u>	<u>1,438,299</u>

9. Governance costs

	2025 Unrestricted funds S\$	2024 Unrestricted funds S\$
Auditors' remuneration		
- External	11,945	10,500
- Internal	15,217	-
AGM expenses	-	10
Employee benefits expenses (Note 10)	109,689	116,808
	<u>136,851</u>	<u>127,318</u>

The governance costs include costs of preparation and examination of statutory accounts, the costs of holding Annual General Meetings ("AGM") and the costs of governance arrangement which relates to the general running of the Society.

10. Employee benefits expenses

	2025 S\$	2024 S\$
Wages and salaries	966,748	1,035,093
Contributions to defined contributions plan	138,788	132,987
Other employee benefits	3,813	4,956
	<u>1,109,349</u>	<u>1,173,036</u>

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

10. Employee benefits expenses (Continued)

The employee benefits expenses are recognized in the following line items in the Statement of Financial Activities:

	2025	2024
	S\$	S\$
Charitable activities		
- Unrestricted funds (Note 8)	995,847	1,051,272
Governance costs (Note 9)	109,689	116,808
Others	3,813	4,956
	<u>1,109,349</u>	<u>1,173,036</u>

Employee benefits expenses are apportioned between charitable activities and governance costs based on time spent and the number of staff involved in the respective functions.

Included in the above are remuneration paid to key management personnel as follows:

	2025	2024
	S\$	S\$
Remuneration and other benefits	184,182	172,536
Contributions to defined contribution plan	17,227	13,496
	<u>201,409</u>	<u>186,032</u>

As of the reporting date, no paid staff members are close family members of the Chief Executive Officer or any member of the Board of Directors.

The executive director is the sole key management personnel who received remuneration, benefits, allowance or other forms of compensation for the financial years ended 31 December 2025 and 2024.

11. Other expenditure

	2025	2024
	Unrestricted funds	Unrestricted funds
	S\$	S\$
Bad debts expenses	-	912
Inventories written off	579	-
Low-value assets	4,097	951
	<u>4,676</u>	<u>1,863</u>

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

12. Plant and equipment	IT system & computers S\$	Furniture and fittings S\$	Office equipment S\$	Motor vehicles S\$	Renovation S\$	Total S\$
Cost						
At 1 January 2024	120,887	112,731	262,629	251,585	269,081	1,016,913
Additions	10,639	-	-	-	-	10,639
At 31 December 2024	131,526	112,731	262,629	251,585	269,081	1,027,552
Additions	-	3,700	1,738	-	-	5,438
At 31 December 2025	131,526	116,431	264,367	251,585	269,081	1,032,990
Accumulated depreciation						
At 1 January 2024	112,292	109,074	250,764	170,308	241,230	883,668
Depreciation	12,557	2,935	11,739	17,385	8,447	53,063
At 31 December 2024	124,849	112,009	262,503	187,693	249,677	936,731
Depreciation	6,677	826	512	17,385	8,447	33,847
At 31 December 2025	131,526	112,835	263,015	205,078	258,124	970,578
Net carrying amount						
At 31 December 2024	6,677	722	126	63,892	19,404	90,821
At 31 December 2025	-	3,596	1,352	46,507	10,957	62,412

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

12. Plant and equipment (Continued)

As at reporting date, the cost and net book value of plant and equipment purchased with monies from fundings obtained from various bodies are detailed below:

	Cost S\$	2025 Accumulated depreciation S\$	Carrying amount S\$
Care and share fund	268,798	(226,142)	42,656
Community silver trust fund	36,637	(36,637)	-
Invictus fund	48,534	(41,816)	6,718
Kwan Im Thong Hood Cho Temple fund	31,750	(31,750)	-
	<u>268,798</u>	<u>(226,142)</u>	<u>42,656</u>
	Cost S\$	2024 Accumulated depreciation S\$	Carrying amount S\$
Care and share fund	268,798	(208,284)	60,514
Community Silver Trust fund	36,637	(36,637)	-
Invictus fund	48,534	(40,516)	8,018
Kwan Im Thong Hood Cho Temple fund	31,750	(31,750)	-
	<u>268,798</u>	<u>(208,284)</u>	<u>60,514</u>

13. Inventories

Inventories comprises of medical related products and materials which are stated at cost.

The cost of inventories recognised as an expense amounted to S\$45,177 (2024: S\$40,417) as disclosed in Note 8 and 11.

14. Trade receivables

	2025 S\$	2024 S\$
Trade receivables		
- Third parties	176,660	104,967
Allowance for impairment losses	(5,840)	(9,065)
	<u>170,820</u>	<u>95,902</u>

Trade receivables are non-interest bearing and are generally on 1 to 30 days' terms.

There is no other class of financial assets that is past due and/or impaired except for trade receivables.

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

14. Trade receivables (Continued)

The trade receivables aging at the reporting date was as follows:

	2025	2024
	S\$	S\$
- Not past due	77,087	44,783
- Past due 1 to 60 days	39,674	36,049
- 61 to 90 days	27,461	589
- More than 90 days	32,438	23,546
	<u>176,660</u>	<u>104,967</u>

The movement in allowance for impairment of trade receivables was as follows:

	2025	2024
	S\$	S\$
At 1 January	9,065	26,121
Reversal	(3,225)	(17,056)
At 31 December	<u>5,840</u>	<u>9,065</u>

15. Other receivables

	2025	2024
	S\$	S\$
Deposits	2,096	2,534
Interest receivable from fixed deposits	5,285	-
Other receivables	49	-
Prepayments	19,732	23,806
	<u>27,162</u>	<u>26,340</u>

16. Grant receivables

	2025	2024
	S\$	S\$
Grant receivables		
- Subvention claim	<u>346,388</u>	<u>161,777</u>

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

17. Cash and cash equivalents

	2025	2024
	S\$	S\$
Cash at banks	561,682	502,115
Cash on hand	2,000	-
Fixed deposits	1,711,393	1,453,349
	<u>2,275,075</u>	<u>1,955,464</u>

The fixed deposits bear interest at an average rate of 1.2% to 2.7% (2024: 0% to 0.10%) per annum and are for tenures less than 12 months (2024: 12 months).

18. Deferred revenue

	2025	2024
	S\$	S\$
Due within 1 year	18,421	18,813
Due within 2 - 5 years	156,800	171,927
	<u>175,221</u>	<u>190,740</u>

Deferred revenue comprises membership subscription fees that are paid by members upon signing up as a member of the Society and this is recognised in the statement of financial activities over 3 or more years, depending on the type of membership.

19. Trade payables

	2025	2024
	S\$	S\$
Trade payables - Third parties	12,763	14,948
	<u>12,763</u>	<u>14,948</u>

20. Other payables and accruals

	2025	2024
	S\$	S\$
Accrued expenses	91,846	78,133
	<u>91,846</u>	<u>78,133</u>

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

21. Deferred grants

	2025 S\$	2024 S\$ Restated
Invictus fund	1,466	1,466
Others	(40)	(40)
	<u>1,426</u>	<u>1,426</u>

The movement of deferred grants was as follows:

	2025 S\$	2024 S\$ Restated
Balance at 1 January	1,426	386,084
Restatement	-	(165,000)
Balance at 1 January (Restated)	<u>1,426</u>	<u>221,084</u>
<u>Community Care Salary Enhancement</u>		
Charge to voluntary income	-	(219,658)
Balance at 31 December	<u>1,426</u>	<u>1,426</u>

22. Provision

During the financial year ended 31 December 2023, the Society received grant funding from Singapore Totalisator Board ("Tote Board") in relation to the D2M Run project. The grant was recognised in profit or loss upon fulfilment of the relevant conditions, in accordance with the Society's accounting policy for government grants.

Subsequently, Tote Board conducted a review of the grant utilisation and determined that certain conditions attached to the grant were not fully met. Accordingly, a portion of the grant amounting to \$186,024 is repayable to Tote Board.

A provision for recovery of grant income has been recognised, with the corresponding amount recorded as an expense within charitable activities (Note 8).

23. Unrestricted funds

(a) General fund

This fund is expendable at the discretion of the Society's Management Committee in furtherance of the Society's objects.

(b) Nursing Training fund

This fund is designated to provide nurse training.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

23. Unrestricted funds (Continued)

(c) Research fund

This fund is designated to provide research on following: -

- I. The problem with compliance in diabetes;
- II. Behavioural Science research in diabetes;
- III. Prevalence and Trends in Obesity among Singapore Adults;
- IV. Patient Education for Diabetes Care in Clinical Practice and Research Diet, Nutrition and The Prevention of Type 2 Diabetes

	At 1 January S\$	Restatement S\$	At 1 January Restated S\$	Income S\$	Expenditure S\$	Transfer S\$	At 31 December S\$
2025							
General fund	1,284,516	165,000	1,449,516	2,184,991	(1,801,828)	350,000	2,182,679
Designated funds							
Nursing Training fund	25,770	-	25,770	-	-	-	25,770
Research fund	350,000	-	350,000	-	-	(350,000)	-
	<u>1,660,286</u>	<u>165,000</u>	<u>1,825,286</u>	<u>2,184,991</u>	<u>(1,801,828)</u>	<u>-</u>	<u>2,208,449</u>
2024 (Restated)							
General fund	1,507,114	165,000	1,672,114	1,312,554	(1,535,152)	-	1,449,516
Designated funds							
Nursing Training fund	25,770	-	25,770	-	-	-	25,770
Research fund	350,000	-	350,000	-	-	-	350,000
	<u>1,882,884</u>	<u>165,000</u>	<u>2,047,884</u>	<u>1,312,554</u>	<u>(1,535,152)</u>	<u>-</u>	<u>1,825,286</u>

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

24. Restricted funds

(a) Care and Share fund

This is a matching grant from the Ministry of Social and Family Development (“MSF”), based on qualifying donations. It can be used in capability building, capacity building, new programmes/enhancement or expansion of existing programme, and critical existing needs (up to 20%) in the provision of services and programme for our beneficiaries.

(b) Kwan Im Thong Hood Cho Temple fund

This is designated for the cost of upgrade for 1 full set of medical equipment.

(c) Community Silver Trust fund

This is a government matching grant of one dollar for every donation dollar raised by the eligible organisation from the Health and Social Service Sectors. It can be used to enhance the agency capabilities, provide value-added services to achieve higher quality care, and enhance the affordability of the step down care for the service users and patients.

(d) Invictus fund

This is established by the National Council of Social Service (“NCSS”) to marshal private donations to support Social Service Agencies in maintaining service delivery and serving clients safely and effectively during the COVID-19 pandemic. As part of the Fortitude Budget announced in June 2020, the Government provided a top-up of S\$18.3 million to the fund to drive transformative efforts for effective service delivery in the new normal. The fund offers the Society the much-needed relief to continue to deliver critical services to the vulnerable during the pandemic and can be used to enhance service delivery and offer more value-added functions to service users.

	At 1 January S\$	Income S\$	Expenditure S\$	At 31 December S\$
2025				
Care and Share fund	233,543	-	(17,858)	215,685
Kwan Im Thong Hood Cho Temple	18,580	-	-	18,580
Invictus fund	8,017	-	(1,300)	6,717
	<u>260,140</u>	<u>-</u>	<u>(19,158)</u>	<u>240,982</u>
2024				
Care and Share fund	251,401	-	(17,858)	233,543
Kwan Im Thong Hood Cho Temple	18,580	-	-	18,580
Community Silver Trust fund	11,196	-	(11,196)	-
Invictus fund	11,291	-	(3,274)	8,017
	<u>292,468</u>	<u>-</u>	<u>(32,328)</u>	<u>260,140</u>

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

25. Reserves position

The Society's reserve position for the financial year ended 31 December 2025 are as follows:

	2025	2024	Increase/ (Decrease)
	S\$	S\$	%
		Restated	
(A) Unrestricted fund			
Accumulated general funds	2,208,449	1,825,286	20.99
(B) Restricted funds	240,982	260,140	(7.36)
(C) Total funds	<u>2,449,431</u>	<u>2,085,426</u>	17.45
(D) Annual operating expenditure	(1,820,986)	(1,567,480)	16.17
Ratio of funds to annual operating expenditure (A)/(D)	<u>1.21</u>	<u>1.16</u>	4.15

Reference:

- (C) An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a Society to spend as grants.
- (D) Total annual operating expenditure includes expenses related to cost of charitable activities and governance and other operating and administration expenditure.

The Society's reserves policy is as follows:

The Society maintains reserves equivalent to 12 months of operating expenditure to ensure continuity of services and to manage unforeseen funding shortfall. The reserve requirement is reviewed annually by the Board.

**DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

26. Operating lease commitments

As at the reporting date, the Society has commitments for future minimum lease payments under non-cancellable operating lease of the society's premises at 528 Jurong West Street 52, #01-353 Singapore 640528 and 22 Boon Keng Rd, #01-15 Singapore 330022 as follows:

	2025	2024
	S\$	S\$
Within one year	9,514	9,514
Later than one year and not later than five years	38,058	38,058
More than five years	15,644	28,543

27. Prior year adjustment

The Society has restated the prior year's financial statements to recognise the President's Challenge 2019 grant in the Unrestricted Fund in the Statement of Financial Activities. The grant had previously been recognised as a deferred grant in the Statement of Financial Position.

In accordance with paragraphs 66 and 67 of the Charities Accounting Standards ("CAS"), grant income is recognised when the Society has obtained entitlement to the income, being when all conditions attached to the grant have been fulfilled.

Based on the review of the underlying activities and supporting documentation, the Society has established that the conditions attached to the grant were fulfilled in substance during the financial years 2020 to 2022. Accordingly, the grant income has been recognised in the Unrestricted Fund in those financial years.

The restatement reflects the recognition of grant income in the respective financial periods upon fulfilment of the conditions attached to the grant.

The effects of the restatement on the Statement of Financial Activities and Statement of Financial Position are summarised below.

DIABETES SINGAPORE
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

27. Prior year adjustment (Continued)

	As previously reported	Adjustment	As restated
	S\$	S\$	S\$
2024			
Statement of Financial Activities			
Total funds brought forward	2,175,352	165,000	2,340,352
Total funds carried forward	1,920,426	165,000	2,085,426
Statement of Financial Position			
Current liabilities			
Deferred grants	166,426	(165,000)	1,426
Funds			
Unrestricted funds	1,660,286	165,000	1,825,286
2023			
Statement of Financial Position			
Current liabilities			
Deferred grants	386,084	(165,000)	221,084
Funds			
Unrestricted funds	1,882,884	165,000	2,047,884

28. Board of management personnel

The Society is governed by Management Committee. All Committee Members receive no monetary remuneration.



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