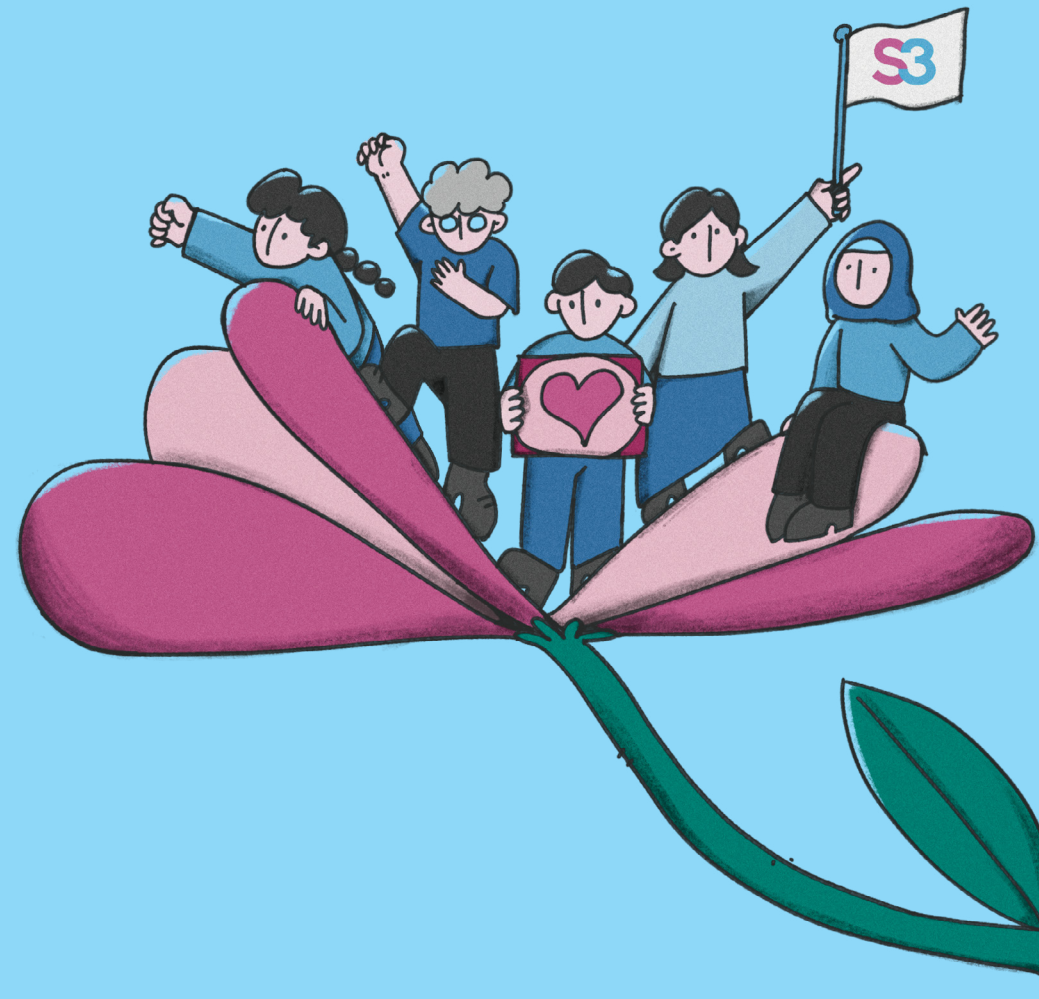


Continuum of Care





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FROM CANOPY OF CARE TO A CONTINUUM OF CARE

Preface

We celebrate a truth that is both simple and profound: stroke recovery and health are not defined by a single milestone but shaped across a lifelong journey. True care is about health across time — a sustained commitment that begins before crisis, continues through recovery, and strengthens individuals long after intervention.

A true continuum of care brings together prevention, rehabilitation, community support and active living into one connected pathway — seamless, coordinated and responsive.

Rooted in our Canopy of Care, S3 now steps forward with renewed conviction towards a

Continuum of Care — one that supports people across the full stroke journey and accompanies individuals and families through every season of risk, recovery and renewal. This is not merely an expansion of services, but an elevation of purpose.

It reflects a pioneering spirit and an enduring commitment: to deliver integrated, person-centred care that extends beyond intervention, empowers resilience, and strengthens individuals and families.

Because care does not end at recovery.

It continues — building strength, restoring confidence, and enabling every individual to rise, move, and thrive beyond stroke.



Corporate Information

Registered Name Stroke Support Station	Type of Entity Company Limited by Guarantee	Unique Entity Number (UEN) 201503222G
Date of Establishment 2 Feb 2015	Charity Status Registered	Date of Registration 11 March 2015
IPC Status From 15 June 2024 to 14 June 2027	National Council of Social Service (NCSS) Membership Full Member	Date of Registration 1 June 2015

Registered Address

One Marina Boulevard
1 Marina Boulevard #28-00
Singapore 018989

S3 @ Enabling Village

20 Lengkok Bahru, Enabling Village
#01-04, Playground
Singapore 159053
(Nearest MRT: Redhill)
Tel: 6473 3500
Email: info@s3.org.sg

S3 @ Jurong Point

1 Jurong West Central 2 Community Hub
#06-01, Jurong Point Shopping Centre
Singapore 648886
(Nearest MRT: Boon Lay)
Tel: 6256 7129
Email: info@s3.org.sg

S3 Canopy (Active Ageing Centre)

Blk 693 Jurong West Central 1, #01-91
Singapore 640693
(Nearest MRT: Boon Lay)
Tel: 8066 5986
Email: aac.boonlay@s3.org.sg

S3 Summit (Adaptive Gym)

AMK Hub, 53 Ang Mo Kio Ave 3, #04-06
Singapore 569933
(Nearest MRT: Ang Mo Kio)
Tel: 8924 3500
Email: gym@s3.org.sg

S3 Innovation Lab

20 Lengkok Bahru, Enabling Village
#02-02, Singapore 159053
Tel: 6473 3500
Email: info@s3.org.sg

Auditor

RSM SG Assurance LLP

Internal Auditor

Ernst & Young LLP



CHAPTER 1

About S3

OUR VISION, MISSION & VALUES



ABOUT S3

Our Vision, Mission & Values

Our Vision

Stroke Support Station aims to be the primary reference organisation for stroke survivors, their caregivers, volunteers, professionals and the public by providing innovative programmes, support services, education and training.

Our Mission

Stroke Support Station helps stroke survivors to Re-learn and Enjoy Active Living (R.E.A.L.) for a better quality of life through wellness programmes with social-emotional support that rebuilds confidence and independence. S3 fosters mental resilience in stroke survivors and their caregivers, resulting in social connectedness among stroke survivors, caregivers, family members and volunteers.

Values

At S3, our values are the bedrock of who we are and how we operate. We believe in **Integrity**, upholding the highest standards of honesty and ethics in every interaction to build trust and transparency. We practice **Accountability**, owning our actions and results, and consistently delivering on our promises. Our strength lies in **Collaboration**,

where diverse talents unite through open communication and shared knowledge to create better solutions. Above all, we are committed to **Compassionate Care**, providing exceptional service with genuine empathy, profound respect, clear communication, and an unwavering dedication to your well-being.

Message from Chairman

Ten years ago, S3 was founded to address a pressing gap.

Stroke survivors were leaving hospitals, but their challenges did not end at discharge. Recovery was not just about regaining physical abilities—it was about rebuilding confidence, reconnecting with loved ones, and finding the support to fully embrace life again.

Over the past decade, we have journeyed alongside thousands of stroke survivors and caregivers. Their stories have profoundly shaped our understanding of recovery, reinforcing the belief that true support must go beyond rehabilitation.

As Singapore transitions into a super-aged society and the incidence of stroke continues to rise, the need for a holistic approach has never been more urgent. Supporting stroke survivors means not only aiding recovery but also empowering individuals to reduce their risk before a stroke occurs. It means fostering stronger communities that champion active ageing, social connection, and lifelong wellbeing.

This conviction has guided S3 into its next chapter. Today, we are building a comprehensive continuum of care—one that spans prevention, rehabilitation, recovery,



and reintegration into daily life. The launch of S3 Canopy (Active Ageing Centre), the establishment of S3 Innovation Lab, and the opening of S3 Summit (Adaptive Gym) are each milestones in this vision.

As we celebrate our 10th Anniversary, we remain steadfast in the purpose that inspired our founding: to ensure that no stroke survivor has to navigate recovery alone.

None of this would have been possible without the unwavering support of our donors, partners, healthcare professionals, volunteers, caregivers, staff, and the wider community. Thank you for believing in our mission and walking this journey with us.

Looking ahead, S3 is committed to bridging the remaining gaps in stroke care and creating more opportunities for every stroke survivor to live with strength, dignity, and hope.

With heartfelt appreciation,

Ms Chang Hwee Nee
Chairman, Stroke Support Station (S3)

Message from Chief Executive Officer

FY2025/26 has been a defining year for S3 as we strengthened our programmes, expanded our reach and laid the foundations for the next phase of our growth.

Demand for our services continued to increase across our programmes and services. Rehabilitation enrolment grew by 36%, participation in our wellness programmes increased by 71%, and our Active Ageing Centre reached more than twice the number of seniors served in the previous year. These milestones reflect both the growing needs of our community and the trust placed in S3.

This year also marked several important milestones in our organisational journey. The opening of S3 Canopy Active Ageing Centre enabled us to extend our work upstream into active ageing and stroke prevention, while S3 Innovation Lab brought together stroke survivors, caregivers, clinicians and innovators to co-create practical solutions that improve everyday living.

In July 2026, we also celebrated the launch of S3 Summit Adaptive Gym—Singapore's first stroke-focused adaptive gym. By bridging the gap between rehabilitation and long-term fitness, Summit represents an important step in empowering stroke survivors to continue building



strength, confidence and independence well beyond their clinical recovery.

Alongside these developments, we continued investing in our people, partnerships and organisational capabilities to ensure that S3 remains responsive, evidence-informed and ready to meet the evolving needs of stroke survivors and their families.

Every achievement this year reflects the dedication of our staff, board members, healthcare partners, donors, supporters and volunteers, who share our commitment to improving life after stroke. I am deeply grateful for their passion and partnership.

As we enter our second decade, we remain focused on building a stronger continuum of care—one that supports individuals before stroke, throughout recovery and as they return to living active and meaningful lives.

Together, we will continue creating a future where every stroke survivor has the opportunity not only to recover, but to thrive.

With sincere gratitude,

Ms Ng Rei Na
Chief Executive Officer, Stroke Support Station (S3)

Board of Directors



Ms Chang Hwee Nee

Chairman and Director



Dr Ahmad Bin Mohamed Magad

Director



Ms Foo Sew Yen, Janet

Director



Dr Khoo Cheng Hoe, Andrew

Director



Mr Ling Tok Hong

Director



Ms Magdelene Chua

Director



Mr Yap Wai Ming

Director



Mr Loh Khum Whai, Max

Treasurer and Director



Mrs Celine Tang

Director



Mr Jason Bay

Director (Appointed from 1 October 2025)



Mr Ling Ping Chih, Leonard

Director



Dr Loh Yong Joo

Director (Appointed from 1 October 2025)



Dr Phua Cheng Pau, Kelvin

Director (Served till 30 September 2025)

For more information about our Board of Directors, please refer to page 69.

Our Management



From left: Brenda Lee, Cheng Guang Hao, Ng Rei Na, Lim Yuan Kang, Goh Shi Min, Khairul Mohd Khair



Brenda Lee

Head, Advocacy & Strategic Communications



Cheng Guang Hao

Head, Clinical Programmes and Corporate Services



Ng Rei Na

Executive Director



Lim Yuan Kang

Head, Strategy and Partnership Development



Goh Shi Min

Clinical Lead and Principal Physiotherapist



Khairul Hilmi

Head, People and Organisational Development

CHAPTER 2

Building The Canopy



WHY S3 EXISTS

Bridging the Gap After Stroke

Post-stroke recovery does not end when one is discharged from the hospital. For many survivors and caregivers, it is only the beginning of uncertainty. S3 was founded to close this critical gap after acute care — to ensure that no one leaves the hospital without continued support, structured rehabilitation and a community that understands the long road ahead. From the outset, we recognised that

recovery is not a single intervention, but a sustained journey requiring coordination, compassion and commitment.

Over the past decade, S3 has built a Canopy of Care — a place of shelter, strength and specialised stroke support, where survivors rebuild confidence, restore function and rediscover possibility through rehabilitation, wellness and community connection.



■ Group photo of Team S3 during our retreat in Johor Bahru!

10 Years of Learning and Growth



■ S3 and DCA Architects Pte Ltd came together for our annual outing, this time to the Singapore Zoo.



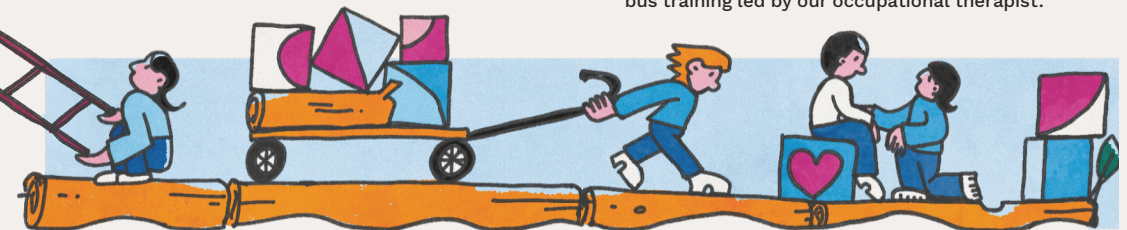
■ Seniors participating in a mass workout at S3's 10th Anniversary Birthday Party.



■ Conducted a stroke awareness and prevention talk at PSA Singapore.



■ In collaboration with SBS Transit Ltd & Enabling Village, stroke survivors participated in real-life bus training led by our occupational therapist.



Today, S3 has grown with the needs of the stroke community. What began as a response to the post-discharge gap has developed into a broader continuum of care — spanning across specialised rehabilitation, stroke wellness, caregiver support, prevention, active ageing, innovation, community outreach and reintegration.

This year's impact reflects that evolution: more survivors supported in recovery, more families guided through care decisions, more seniors engaged upstream through stroke prevention, and more communities reached with stroke awareness.

Impact at a Glance

1. Top Hero Stats



(↑ 36%)

11,703

rehab sessions



(↑ 111%)

868

seniors engaged through AAC



(↑ 50%)

2,041

people reached through prevention and outreach activities

2. Recovery & Rehabilitation



436

(↑ 36%)

rehab clients enrolled

~88%

(up from 82%)

improved in at least one clinical domain

4. Supporting Survivors & Families



(↑ 33%)

634

care episodes

(NEW)

45

legacy planning participants

(NEW)

18

LPA / ACP completions

3. Wellness & Reintegration



(↑ 71%)

227

unique wellness members



(up from 84.2%)

91%

satisfaction rate



(up from 89.5%)

91.5%

said wellness programme improved their mental well-being

5. Prevention & Active Ageing



(↑ 72%)

400

seniors attended at least 2 AAC programmes



(↑ 88%)

109

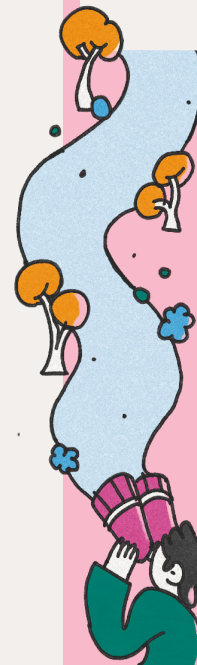
group physical fitness sessions held



100%

satisfaction rate (2 years consecutively)

6. Innovation & New Pathways



48

(NEW)

Summit members enrolled

33

(NEW)

clients involved in Innovation Lab

124

(NEW)

Innovation Lab sessions

7. Funding Impact

\$25,000

can fund either



~400

wellness sessions



~125

transport trips



~1,000

subsidised therapy sessions

CHAPTER 3

From Canopy to Continuum



Why a Continuum of Care Is Needed

As Singapore moves toward a super-aged demographic, care must span across prevention, recovery and long-term wellbeing. At the whole-of-nation level, the needs are connected: reducing risk, recognising warning signs, accessing timely rehabilitation, sustaining recovery, supporting caregivers, and helping individuals return to community life.

This shift reflects a deepening of S3's mission, as we address the ever-rising incidences of stroke that is afflicting our country.

S3'S EVOLVING ROLE

From Service Provider to System Contributor

While direct support for stroke survivors remains at the heart of our work, S3 has expanded its role to strengthen the wider stroke ecosystem and improve outcomes across the continuum of care. This includes:



Turning research and community insights into strategies that address real-world challenges and evolving community needs



Forming partnerships across healthcare, social care, community and philanthropy



Creating platforms for shared learning and sector dialogue



Building innovation platforms shaped by survivors, clinicians and partners

We aim to improve transitions from hospital to community, reduce fragmentation across providers, and build a more connected stroke ecosystem.

Leadership Through Evidence, Partnership, and Accountability

As S3 grows, we are also strengthening how we plan, measure and account for our impact.

This year, we further developed our evidence base through commissioned study.

We formalised medical partnerships to improve referral and care coordination. We also expanded platforms for professional dialogue and shared learning.

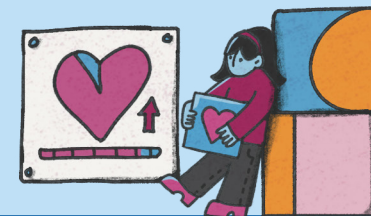
Our leadership approach is anchored in:



Data-informed planning



Structured partnerships



Measurable outcomes



Responsible governance and accountability

The move from Canopy to Continuum reflects intentional progression, to do more of what really matters to stroke survivors and the community.

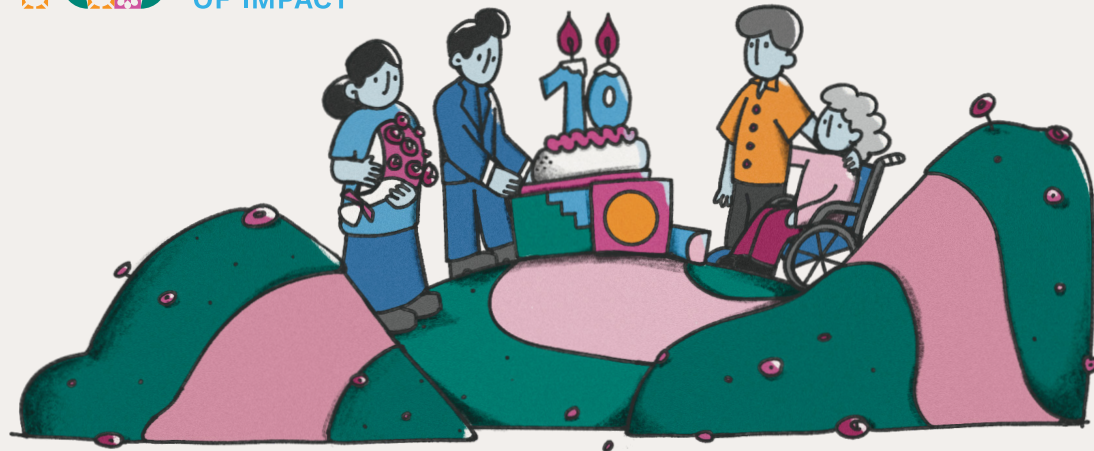
CHAPTER 4

A Year of Strategic Milestones

This year marked significant structural advancement.

Our 10th Anniversary recognised a decade of impact while setting direction for the next phase of growth. It reinforced stakeholder confidence and reaffirmed our long-term commitment to stroke recovery in Singapore.





10th Anniversary Birthday Celebration

On 30 May 2025, S3 officially launched its 10th anniversary celebrations with a community birthday celebration attended by stroke survivors, caregivers, AAC seniors, volunteers, partners and friends of S3.

The gathering was a meaningful reminder of the heart behind S3's mission. Beyond marking a decade of service, it honoured the individuals and families who continue to inspire our work — stroke survivors rebuilding their lives with courage, caregivers journeying alongside them with quiet strength, and seniors taking active steps towards healthier ageing.

S3 was honoured to have Mr Heng Swee Keat, Chairman of the National Research Foundation, alongside with Mr Patrick Tay, Advisor to Pioneer SMC, join us for the

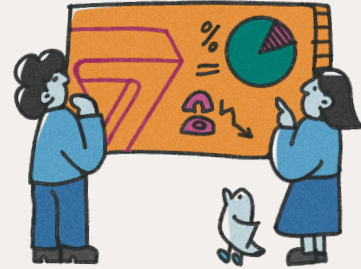
celebration. Their presence affirmed the importance of sustained community support for stroke recovery, prevention and active ageing.

The event also reflected the collective spirit that has shaped S3's journey over the past decade. We are grateful to our sponsors — Neo Garden Catering, Gain City, Yeo's, Friends of Gardenia, and Singapore Pools — for helping make the celebration possible.

As S3 enters its next chapter, the 10th anniversary marked not only a celebration of how far we have come, but a renewed commitment to expand our Canopy of Care into a fuller Continuum of Care — supporting more individuals and families across prevention, recovery, reintegration, and lifelong wellbeing.



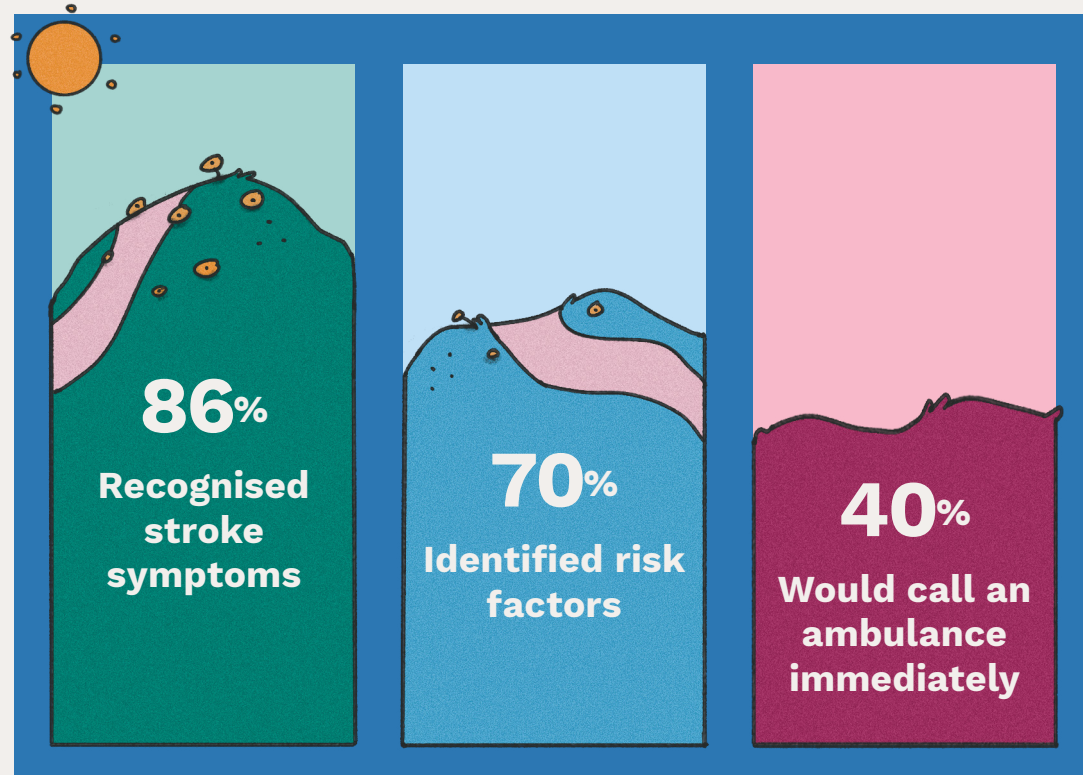
Market Evaluation and Analysis Study



S3 commissioned a nationwide Market Evaluation and Analysis Study with Verian to better understand public awareness of stroke, perceptions of post-stroke support, service gaps and future care needs.

The study provided an important evidence base for S3's next phase of growth.

While stroke awareness in Singapore is relatively high — with about **70%** of respondents surveyed being able to identify key risk factors and **86%** recognising common stroke symptoms — preparedness to act remains significantly lower. Only around **40%** said they would call an ambulance immediately when stroke occurs.



The findings now inform S3's programme development, advocacy priorities, and positioning within Singapore's wider health and social care landscape. They also reinforce our shift towards a more integrated model of care that supports people before crisis, after stroke, and throughout the long journey of recovery.

"Shaping the Future of Stroke Recovery" Symposium

On 3 September 2025, S3 held its first Stroke Symposium, "Innovating for Impact: Shaping the Future of Stroke Recovery". The half-day seminar brought together healthcare professionals, researchers, innovators and partners to discuss the future of stroke care and recovery in Singapore.

The Symposium marked the introduction of the S3 Innovation Lab, where stroke survivors, innovators and clinicians co-create practical solutions to support recovery and community reintegration. It also featured the launch of a white paper "Advancing Post-Stroke Care and

Management in Singapore," authored by Associate Professor Raymond Seet, Adjunct Associate Professor Loh Yong Joo, and S3's Head of Clinical Programmes and Corporate Services Cheng Guang Hao, with support from Boehringer Ingelheim and Vista Health.

We were honoured to welcome Mr Heng Swee Keat, Chairman of the National Research Foundation, as keynote speaker, and are grateful to our collaborators and partners, including Boehringer Ingelheim and SG Enable, for supporting this milestone event.



■ Keynote speech by Mr Heng Swee Keat, Chairman of the National Research Foundation.

■ Panel with Innovators and on S3's Innovation Lab.



■ A/Prof Dr Raymond Seet sharing key insights from the white paper.



■ Fun shot with our token of appreciation recipients.



■ S3 Innovation Lab tour.



■ Lunch at AMGD.

The event also celebrated the reopening of S3's newly renovated rehabilitation centre at Enabling Village, expanding S3's capacity to support more stroke survivors through enhanced community-based rehabilitation services.



■ An innovative take on the traditional pineapple toss, using an adaptive bowling device developed by our innovator, Engineering Good, to mark the reopening of S3 @ EV rehabilitation centre.

Thanksgiving Gala Dinner

S3's 10th Anniversary Thanksgiving Gala on 23 October 2025 celebrated a decade of impact and honoured the community whose generosity, partnership, and unwavering support have been instrumental in advancing S3's mission. The evening brought together more than 500 guests, including healthcare leaders, donors, volunteers, stroke survivors, and caregivers, with Mr Teo Chee Hean officiating as Guest-of-Honour and being formally installed as Patron of S3.

Beyond the milestone announcements, the evening honoured the human heart of recovery. A moving Caregiver Tribute saw stroke survivors presenting bouquets to their caregivers, while performances by stroke-survivor artistes and programme leads celebrated confidence, connection, and reintegration through music. In a particularly touching moment, Mr Heng Swee Keat paid tribute to caregivers across Singapore and to Ms Chang Hwee Nee, S3's Chairman, drawing warm applause from the room.



■ Photo of GOH, Special Guests, S3 Board and Management.



■ Pre-event cocktail: S3 staff with Canopy AAC seniors and Wellness clients.



■ Violin performance by 10-year-old violin prodigy Travis Wong.



■ Table photo with S3 partners and donors at the Gala.



■ Live demonstration of the Ekso Bionics Exoskeleton.



■ Musical performance by stroke survivors – Suhaimi Yusoff, Bernard Lim, and 90s music legends Rosli Mohalim from Sweet Charity and the Nuradee Brothers.



■ Musical comedy performance by Dim Sum Dollies.



■ Mr Heng Swee Keat's special tribute to S3's Chairman, who was his caregiver after he suffered a stroke in 2016.



■ Grand Finale of key donors and guests on stage.



■ Mr Teo Chee Hean being formally installed as Patron of S3.



■ Stroke survivors paying tribute to their caregivers.



■ Team S3 at the Gala.

S3 Canopy (Active Ageing Centre)

On 20 March 2026, S3 officially launched S3 Canopy, its new Active Ageing Centre at Blk 693 Jurong West Central 1, officiated by Mr Ong Ye Kung, Minister for Health and Coordinating Minister for Social Policies. The launch marked a significant milestone as S3 became the first disease-specific social service agency in Singapore to operate an AAC, extending its mission beyond stroke recovery and into stroke prevention and healthier ageing.

Designed as an upstream community touchpoint, S3 Canopy supports seniors to stay active, monitor their health, and remain socially connected. This is achieved through exercise programmes, interest groups, health education talks, and stroke prevention resources. The centre also features a Stroke Prevention Corner, healthier beverage options at the pantry, intergenerational activities, and community contribution opportunities for seniors.



■ Seniors explored health monitoring tools and stroke education resources at the Stroke Prevention Corner.



■ Minister Ong Ye Kung joined S3 leaders, partners and members in a symbolic wellness drink toast to officiate the opening.



■ S3 welcomed partners and stakeholders to its first Active Ageing Centre.



■ Minister Ong connected with seniors and children through an intergenerational activity.



■ Soft pastel art activity conducted by S3 member and stroke survivor, Mr Ricky Yeo.



■ Seniors taking part in carnival activities that promote stroke awareness.

S3 Summit (Adaptive Gym)

In October 2025, S3 began early engagement and member recruitment for S3 Summit Adaptive Gym — Singapore's first stroke-focused adaptive gym. Through "Intro to Summit", a series of by-invitation sessions were held at S3 @ Enabling Village and S3 @ Jurong Point. Current members, alumni, and interested participants were introduced to the purpose of the adaptive gym, its membership pathways and the team behind the programme.

The sessions gave potential members a first-hand experience of the gym environment and training principles through

guided tours, hands-on trial stations, and teaser classes, helping them build confidence in adaptive strength training before enrolment. S3 Summit extends long term stroke recovery beyond rehab into structured, stroke-safe fitness — supporting survivors to rebuild endurance, function, and confidence through guided programming and adaptive approaches.

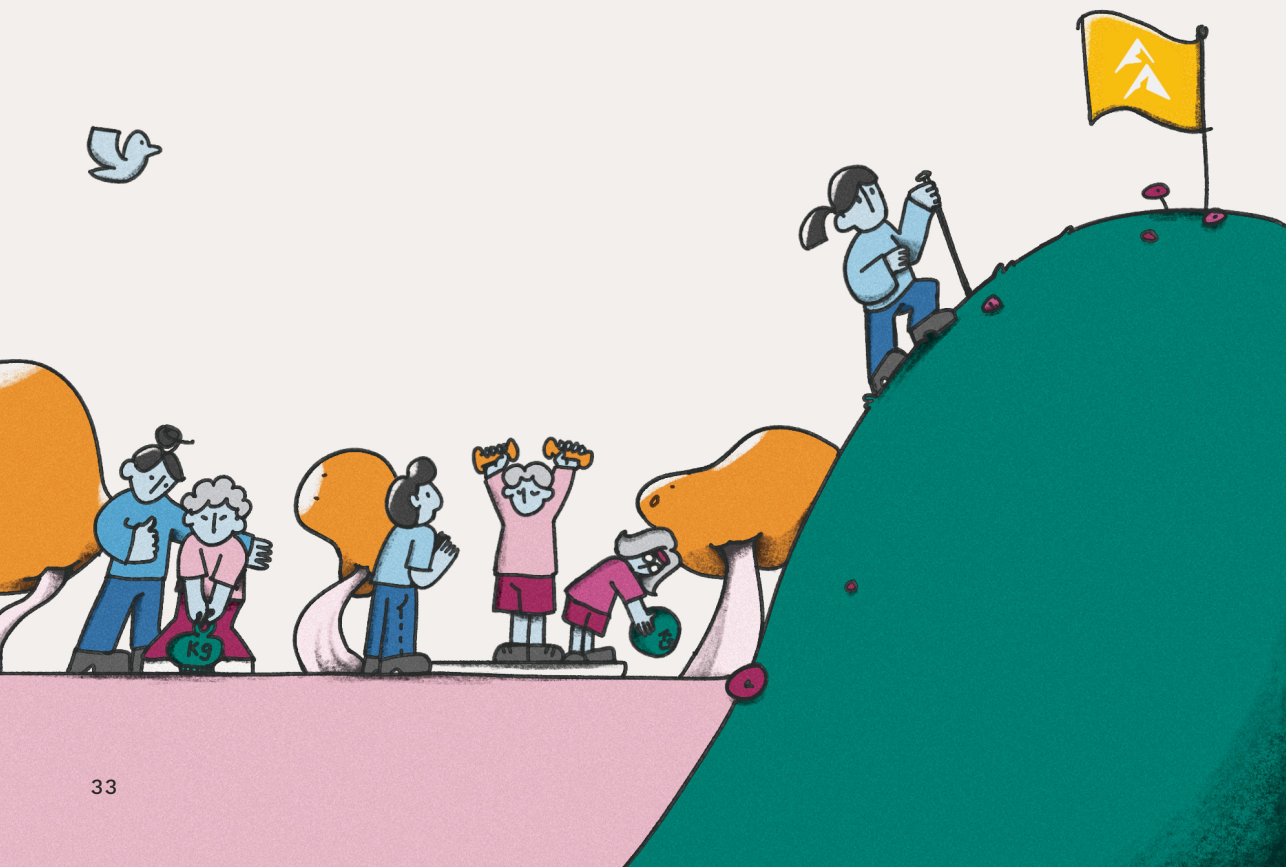
These efforts marked an important step towards S3's broader Continuum of Care, bridging the transition from rehabilitation to long-term active living and fitness after stroke.



■ Intro to S3 Summit workshop at S3 @ Jurong Point.



■ Intro to S3 Summit workshop at S3 @ Enabling Village.



■ Hands-on trial with the kettlebell.



■ Gym teaser classes using the medicine ball.

Strengthening the Continuum of Care



PREVENTION & EARLY ENGAGEMENT

Shaping Health Before Crisis

Prevention is the first pillar of a true continuum of care.

As stroke incidences rise alongside Singapore's ageing population, early engagement is no longer optional — it is essential. Prevention should begin long before a hospital admission. It starts with awareness, risk management, lifestyle choices, regular health checks, and the confidence to act when warning signs appear.

In FY2025/26, S3 strengthened its prevention efforts through targeted outreach,

risk education, and community engagement. We reached **2,041** people across 30 outreach platforms, a **55% increase** in people reached and a **58% increase** in engagement platforms from the previous year.

Our outreach efforts focused not only on recognising stroke symptoms, but also on understanding the underlying risk factors that often lead to stroke — including hypertension, diabetes, high cholesterol, stress, and sedentary lifestyles — empowering individuals to take ownership of their health.

We moved beyond awareness campaigns to meaningful engagement:



Structured educational talks

for seniors, caregivers, working adults, and community groups



Risk-factor education sessions

to support earlier action and healthier habits



Collaborations with community organisations

to bring prevention closer to everyday life

Prevention is not about fear. It is about foresight. It is about equipping individuals with knowledge, tools, and confidence so that health is protected long before intervention is required.



Members of the public taking their blood pressure at S3's booth at Raikan Ilmu, Yayasan MENDAKI's annual flagship event.



Sharing of personal InBody Analysis results at Raikan Ilmu.



S3 Senior PT, Pei Sien, leading participants in a warm-up exercise at Jurong Spring CC.



Members of the public trying out stroke awareness games at Frontier CC 20th Anniversary Roadshow.



S3 booth at Raikan Ilmu with Minister of State, Ministry of Digital Development and Information and Ministry of Health, Ms Rahayu Mahzam.



Stroke awareness and prevention talk for seniors at Filos @ Chai Chee.

With the awareness and knowledge provided at S3 Canopy, seniors like us can take charge of our well-being while having a community around us to stay active and healthy together.

TESTIMONIAL

Senior & Volunteer

For Wendy, stroke prevention is personal. With a family history of stroke, she has become more conscious of her health and the importance of staying active as she ages.

Wendy initially joined S3 Canopy in its early days in 2024 to take part in the fitness classes and stay active. As she became more familiar with the S3 team, she started attending more programmes and activities, gaining a greater understanding of stroke prevention and healthy living along the way.

From learning about her health through the Stroke Awareness Corner, which offers blood pressure and body composition checks, to attending health talks and exercise programmes, these experiences have helped Wendy better understand how lifestyle choices can support her health. She has even applied what she learns at home, such as using less salt and oil when preparing meals.



For Wendy, staying active is not just about keeping fit. It is about taking charge of her health and sharing what she has learnt with those around her. This led her to begin volunteering in outreach efforts, where she encourages other seniors in the neighbourhood to take part in S3 Canopy's programmes.

As both a senior and volunteer, she hopes to inspire others to take proactive steps towards healthier ageing and be part of a community that supports one another.

Ms Wendy See

S3 Canopy Senior & Volunteer
67 years old

REHABILITATION & RECOVERY

Restoring Strength, Rebuilding Identity

Rehabilitation remains the heart of S3's work, and a crucial first step after discharge. Recovery after stroke is not linear. It requires structured therapy, professional expertise, and measurable goals, but it also demands patience, dignity, and encouragement.

In FY2025/26, S3 continued to strengthen both the scale and quality of its rehabilitation support. Through physiotherapy, occupational therapy, speech therapy,

and technology-enabled rehabilitation, stroke survivors received personalised interventions to help them regain function, independence, and confidence. Rehab enrolment grew to **436** members, while total rehabilitation sessions **increased from 8,623 to 11,703** — a **36% increase** from the previous year. Approximately **88%** of assessed clients showed improvement in at least one clinical domain.



■ Physiotherapy



■ Occupational Therapy



■ Speech Therapy

This year, we enhanced our rehabilitation programmes to deliver:

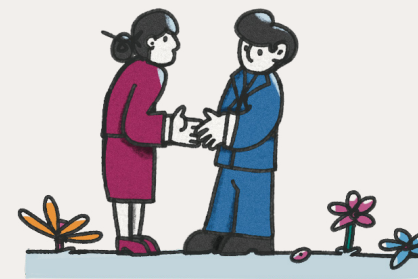
Individualised, goal-oriented therapy plans tailored to each survivor's recovery needs

Quarterly outcome tracking to maximise interventions, including walking speed and Modified Barthel Index (MBI) scores, to optimise interventions and care pathways

Integrated wellness and fitness components to support recovery beyond therapy sessions

Caregiver-inclusive approaches that recognise the role of families in sustaining progress

We also deepened rehabilitation through targeted partnerships and community-based training. Our collaboration with the National Neuroscience Institute (NNI) will expand neurocognitive rehabilitation support for stroke survivors, addressing challenges such as memory, attention, and problem-solving that are often overlooked in recovery.



■ S3 Chairman, Ms Chang Hwee Nee, and NNI CEO, Associate Professor Au Wing Lok, in a commemorative photo following the signing of the NNI and S3 Memorandum of Understanding (MOU).

Through our collaboration with SG Enable, SBS Transit, and the CARES Community Bus, survivors practised community ambulation and public transport use in a safe, supported environment — for some, marking their first time back on a bus after stroke.



Looking ahead, S3 will continue building targeted pathways such as the RESTART Programme, a six-week course developed in collaboration with the National Neuroscience Institute (NNI) to rebuild survivors' confidence, strengthen cognitive skills, and help manage fatigue and stress in a supportive small-group setting.

Additionally, gait-focused training programmes at S3 @ Enabling Village and

S3 @ Jurong Point, together with S3 Summit Adaptive Gym, will further support survivors beyond formal rehabilitation into long-term strength, fitness and active living.

We will continue to strengthen therapy intensity while ensuring care remains deeply personal. Every regained step, every improved movement, every moment of renewed confidence represents more than physical recovery — it reflects identity restored.

Because of S3, I can walk, use my arm, and speak to others again. Being able to do these things makes me smile, and I am grateful for the support and encouragement from my therapist along the way.

TESTIMONIAL Rehab Client

In March 2024, Hazamimi experienced a stroke at home that left her with significant challenges with movement and communication. The stroke affected the right side of her body, making it difficult for her to move her right hand and leg independently. She also experienced aphasia, which affected her ability to communicate and express herself. Communicating with others became frustrating, especially when people could not understand what she was trying to say. At times, she felt sad and preferred to stay at home rather than speak to others.

After spending about a year at home without rehabilitation, Hazamimi decided to take a step towards her recovery and came to Stroke Support Station (S3). At S3, she underwent all 3 services — occupational therapy, physiotherapy and speech therapy, working on different aspects of her recovery and building back her confidence.

Through her rehabilitation, Hazamimi worked on improving her strength, movement and communication. With the support of her



therapists, she gradually regained the ability to walk and move her hands. Speech therapy also helped her work through her speech difficulties, allowing her to communicate more confidently and engage with others.

Today, Hazamimi is able to walk, move her hands, and speak — abilities she once struggled with after her stroke. Looking back on how far she has come, Hazamimi feels happy and thankful for the progress she has made. For her, every improvement is a reason to smile, and she is determined to keep working towards her recovery to become a better version of herself.

Mdm Hazamimi Bte Rahman

Stroke Survivor
51 years old

REINTEGRATION & WELLNESS

Beyond recovery, toward living fully

Recovery does not end when therapy goals are met.

For stroke survivors, reintegration is about returning to the rhythms of daily life — reconnecting socially, rebuilding confidence, staying active, and rediscovering joy after stroke. This is where S3's Wellness Programmes play a vital role, complementing rehabilitation by supporting the psychosocial, cognitive, emotional, and social aspects of recovery.

In FY2025/26, **227 unique members** participated in S3's Wellness Programmes, a **71% increase** from the previous year. Programme satisfaction also rose from 84.2% in FY24 to **91%** in FY25, while **91.5%** of respondents surveyed shared

that the programmes supported their mental and emotional well-being.

This year, wellness also became more survivor-led. Stroke survivors stepped forward to facilitate workshops for fellow survivors, including Bake & Makan, leather crafting, and Nagomi art — transforming lived experience into encouragement, leadership and peer support.

S3 also introduced more adaptive sports such as adaptive badminton and adaptive table tennis, making familiar activities accessible and enjoyable for stroke survivors. These activities supported physical movement, coordination, and confidence, while creating opportunities for fun, social connection, and community participation.

Our reintegration initiatives focus on:

Stroke wellness programmes that support emotional, social, and cognitive wellbeing

Survivor-led workshops that build confidence, purpose, and peer connection

Adaptive sports and active living to encourage physical activity beyond rehab

Community outings and social participation that help survivors reconnect with everyday life

Quality of life is not an abstract concept. It is lived through daily independence, meaningful relationships, and purposeful activity.

At S3, reintegration means ensuring that recovery translates into renewed participation — so that stroke survivors do not merely survive stroke, but continue to live, connect, and thrive beyond it.



CARE & SUPPORT

Standing beside families through every season

Stroke affects more than one person. It reshapes entire families.

While survivors navigate the challenges of rebuilding their health, independence, and confidence, caregivers often shoulder significant emotional, financial, and practical responsibilities. A true continuum of care

must therefore support both survivors and their families, recognising that each plays a vital role in the recovery journey.

In FY2025/26, S3's care episodes **increased by 33%**, reflecting the growing need for practical guidance, emotional support, and care navigation for stroke survivors and their caregivers.

Our care support efforts focused on:

Care navigation to help families access the right support at the right time

Care coaching to strengthen confidence in managing post-stroke needs

Legacy planning to help families prepare for future decisions

Emotional, financial, and practical support across the recovery journey

Peer support through a self-directed online community where stroke survivors can connect, share experiences, and encourage one another



■ Ongoing care session with a caregiver.



■ Sharing of best practices within the Care & Support team.



■ The S3 Care & Support team that delivered 634 care episodes in FY25/26.



■ S3 Care & Support team receiving an appreciation award for empowering families through legacy planning.

To further strengthen our Continuum of Care, S3 introduced several new initiatives this year:

Care Coaching Programme (in collaboration with Tan Tock Seng Hospital):

Engaged stroke survivors during hospitalisation to co-create rehabilitation goals and support a smooth transition to community-based recovery.



Stroke Empowerment Programme (STEP) (as part of RISE by the National Neuroscience Institute and Temasek Foundation):

Supporting stroke survivors with education on recurrent stroke prevention, healthy lifestyle habits and recovery goal setting to facilitate a smoother transition from hospital to home.



ADAPT Group Programme (as part of Lien Foundation's Stroke Rehab Ecosystem):

Equipped stroke survivors with practical coping strategies to build emotional resilience and adjust to life after stroke through structured peer support.



Legacy Planning Talks:

Guided stroke survivors and their families on Lasting Power of Attorney (LPA), Advance Care Planning (ACP), will writing and deputyship to support informed decision-making and future planning.

Care at S3 is not episodic. It is consistent, responsive, and humane.

Under S3's evolving Continuum of Care, support does not pause at hospital

discharge, nor does it end at rehabilitation milestones. We stand beside survivors and families across seasons of uncertainty, adaptation, and renewal.

Innovation with Purpose

Innovation is not novelty for its own sake. It is disciplined progress anchored in purpose.

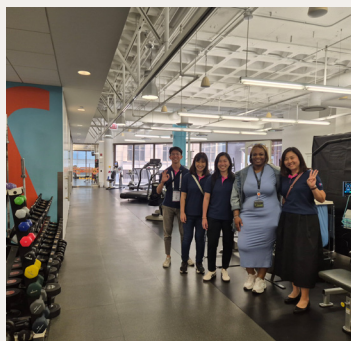
S3 invested in learning beyond our walls to sharpen our thinking on the future of stroke recovery, community reintegration, and adaptive fitness. A team comprising leadership and clinical staff travelled to the United States for a learning journey from 11 to 22 May 2025, attending RehabWeek 2025 in Chicago and visiting rehabilitation and adaptive fitness centres across Chicago and Atlanta.

The team studied leading practices in neurorehabilitation, translational research, community reintegration, and adaptive fitness programming for stroke survivors. Site visits included institutions such as

Shirley Ryan AbilityLab, Shepherd Center, NextStep Atlanta, and NeuroFit360 Atlanta.

Key takeaways included the value of cross-sector collaboration, transdisciplinary learning, innovation culture, and the need to rethink care models so that rehabilitation can translate more seamlessly into community living.

These insights now inform S3's ongoing service development, including the S3 Summit (Adaptive Gym), the S3 Innovation Lab, and enhancements to existing rehabilitation and wellness programmes. They also support internal capability building as S3 strengthens its role in shaping more integrated, future-ready stroke recovery pathways.



S3 Innovation Lab



This year also marked the start of the S3 Innovation Lab, a new platform that brings together stroke survivors, innovators and clinicians to co-create practical solutions for life after stroke. The Lab serves as a testing ground where ideas can be piloted, refined, and evaluated with real users and clinical input — ensuring that innovation remains grounded in lived experience and rehabilitation needs.



■ Elisa from *Will & Well* demonstrating her adaptive clothing apparel.



■ *Omnilabs Research* Co-founder & CEO, Orion Dai, trialling *OmniHuman* – a music-driven virtual-reality tele-rehabilitation system with assistive robotics designed to make stroke recovery more engaging and interactive.



■ *Engineering Good* working with S3 client to explore and implement improvements to the design of an automatic nail clipper mechanism.



■ John Tay from *HYPER Projects* showcasing an adaptive cutlery prototype to Mr Heng Swee Keat.

Everyone's abilities and struggles are different. No one knows what it is like until you experience it, which is why stroke survivors' voices are so important. I feel proud to know that I can help make things better for other stroke survivors.

TESTIMONIAL

Inno Lab Client

Being part of S3 Innovation Lab is more than just trying out a prototype for stroke survivor Jason Low. It is an opportunity to explore new possibilities, share his lived experience, and contribute to solutions for fellow stroke survivors.

As a user tester for Omnihuman, Jason explored how the device could support him in visualising and practising movement of his affected hand beyond his occupational therapy at S3. He found the interactive games motivating and was encouraged to practise repetitively. He also appreciated the potential for the device to be used at home, allowing stroke survivors to continue practising as part of their daily lives.

He also valued being able to share his feedback with the team. From suggesting more modern music for the games to highlighting the challenges stroke survivors face with focus and motivation,



he believes their experiences can help make these solutions more relevant and engaging to the stroke community.

For Jason, being part of the Innovation Lab has given him a renewed sense of purpose. After losing mobility, he once felt that he could no longer contribute or be useful to society. Now, being able to help shape solutions for others makes him feel that he can still make a difference.

Mr Jason Low
Stroke Survivor
44 years old

STRATEGIC PARTNERSHIPS FOR BETTER STROKE RECOVERY

Strengthening transitions, driving ecosystems

Continuity depends on coordination.

Stroke recovery often involves many multiple touchpoints — hospitals, community rehabilitation, wellness support, caregivers, transport, adaptive fitness, and long-term reintegration. For survivors and families, the journey can feel fragmented unless these touchpoints are better connected.

In FY2025/26, S3 formalised two important partnerships to strengthen post-stroke support in the community.

First, S3 joined the Stroke Rehab Ecosystem, a \$6.59 million four-year initiative led by Lien Foundation, Singapore General Hospital (SGH) and Tan Tock Seng Hospital (TTSH), together with community rehabilitation providers. The initiative aims to reduce post-discharge wait times from months to as short as two weeks, improve referral pathways, and strengthen mental health and wellness support for more than 2,000

stroke survivors. As part of this ecosystem, S3 will operate S3 Summit (Adaptive Gym), helping survivors sustain recovery beyond formal rehabilitation through long-term, stroke-safe fitness and active living.

S3 also signed a Memorandum of Understanding (MOU) with the National Neuroscience Institute (NNI) to expand neurocognitive rehabilitation support for stroke survivors in the community. This collaboration recognises that stroke recovery is not only physical — cognitive challenges such as memory, attention and problem-solving can affect daily life, confidence and reintegration.

Together, these partnerships reflect S3's role not only as a service provider, but as a system partner — helping to reduce fragmentation, strengthen transitions from hospital to community, and build more holistic pathways for recovery beyond discharge.



Group photo of S3 and NNI leadership at the signing of the MOU.



Group photo of representatives from S3, Lien Foundation, TTSH, and SGH at the Stroke Rehab Ecosystem Conference.



CHAPTER 6

People, Community Teamwork & Culture





Growing Together as One S3 Team

In January 2026, S3 held its inaugural overseas staff retreat, marking a meaningful milestone in our 10th year of service. The retreat gave staff time to pause, reconnect, and reflect on the shared purpose behind our work, while strengthening bonds across teams as S3 prepares for its next phase of growth.

As part of the retreat, staff visited IHT Rehabilitation Centre in Johor Bahru for a cross-learning exchange. The team toured IHT's facilities and observed programmes such as hydrotherapy, return-to-work support and robotic rehabilitation.

Staff also had hands-on exposure to technologies such as Cyberdyne and a driving simulator, opening up fresh conversations on rehabilitation practices, innovation, and service development.

Beyond learning, the retreat also created space for team connection and renewal. The trip concluded with an Aloha-themed Dinner & Dance, where staff came together over food, laughter, and celebration — a reminder that a strong continuum of care must also be sustained by a committed, connected, and resilient team.



CHAPTER 7

Beyond the Canopy





Scaling the Continuum for the Next Decade

As S3 enters its next decade, our direction is clear: to build a stronger, more connected continuum of care that reaches people earlier, supports survivors more holistically, and sustains recovery long after formal rehabilitation.

Over the past decade, S3 has grown from a stroke-specific wellness and post-discharge rehabilitation service into a

multi-site organisation supporting stroke survivors, caregivers, seniors, and the wider community. Our next phase is not expansion without purpose. It is about scaling what matters — prevention, rehabilitation, wellness, caregiver support, adaptive fitness, innovation, and reintegration, so that more individuals and families can be supported across their entire stroke journey.



Advancing Stroke Prevention and Active Ageing

With the launch of S3 Canopy, S3 has moved further upstream into stroke prevention and active ageing. In the years ahead, we will continue strengthening Canopy as a community-based prevention touchpoint — helping seniors stay active, monitor their health, understand stroke risks, and build healthier daily habits before crisis occurs.

S3 will also expand stroke awareness and risk education through more community, workplace, school, and partner platforms. Our goal is to move beyond awareness alone, towards earlier action — empowering people to recognise warning signs, manage risk factors, and take ownership of their health.



Strengthening Stroke Rehabilitation and Recovery

Specialised stroke rehabilitation remains the foundation of S3's work. Moving forward, we will continue enhancing the quality, intensity, and outcomes of our rehabilitation services through targeted clinical programmes, data-informed planning, and stronger hospital-to-community pathways.

This includes expanding gait-focused interventions, strengthening neurocognitive rehabilitation through our partnership with the National Neuroscience Institute (NNI), and deepening collaboration across the wider stroke rehabilitation ecosystem. Our focus is to ensure that survivors experience more guided transitions, fewer gaps in care, and more personalised support after discharge.

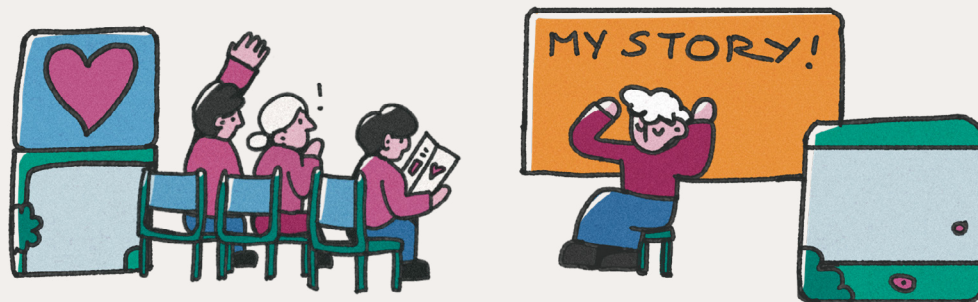


Scaling Adaptive Fitness Beyond Therapy

The opening of S3 Summit (Adaptive Gym) marks a major step in extending recovery beyond formal rehabilitation. S3 Summit is designed to help stroke survivors rebuild strength, cardiovascular endurance, and confidence through supervised, stroke-safe fitness and adaptive training.

post-stroke support. We will strengthen Summit as a model, develop structured training pathways, and explore opportunities to open more stroke-focused adaptive gyms across Singapore, so that more survivors can access ongoing conditioning and active living closer to home.

In the next decade, S3 aims to establish adaptive fitness as a core part of long-term



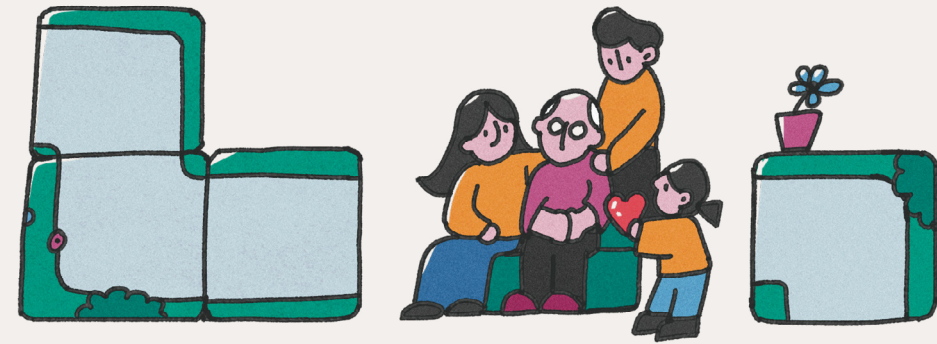
Deepening Stroke Wellness and Reintegration

Recovery is not only physical. It is also emotional, cognitive, social, and deeply personal.

S3 will continue growing its Stroke Wellness Programmes as a bridge between rehabilitation and community life. This includes expanding adaptive sports, survivor-led workshops, creative and

cognitive programmes, community outings, and social participation opportunities.

As more stroke survivors step forward to facilitate workshops and encourage others, S3 will continue nurturing peer leadership and purposeful participation — helping survivors move from being recipients of care to contributors within the community.

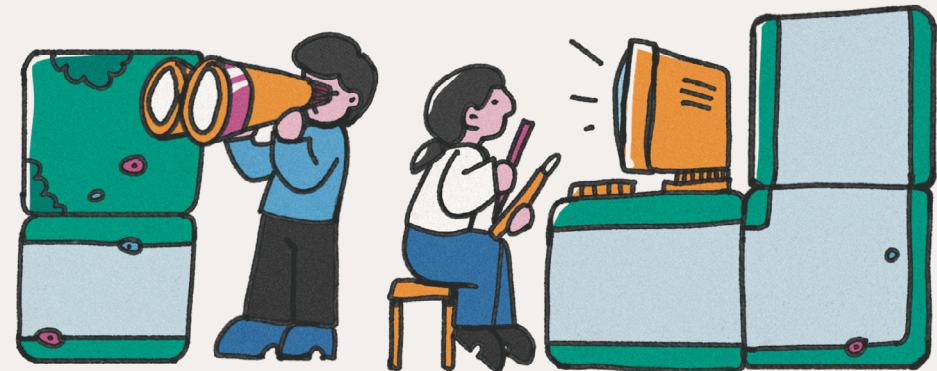


Supporting Caregivers and Families

A true continuum of care must support not only the survivor, but also the family ecosystem around them.

S3 will continue strengthening care navigation, care coaching, caregiver

support, and future planning initiatives such as Legacy Planning, Lasting Power of Attorney (LPA), and Advance Care Plan (ACP) talks. These efforts help families make informed decisions, build confidence, and feel less alone across the recovery journey.



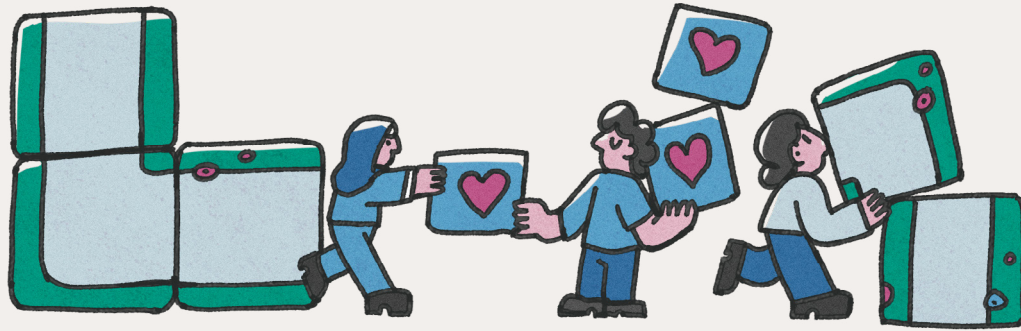
Driving Innovation with Purpose

Innovation will remain central to S3's next phase, but always with purpose.

Through the S3 Innovation Lab, we will continue bringing together stroke survivors, clinicians, and innovators to co-create practical solutions for recovery, independence, and daily living. The Lab will serve as a platform for testing,

refining, and scaling ideas that respond to real needs on the ground.

Insights from our overseas learning journeys, conference participations, sector partnerships, and innovation pilots will continue to inform how we design services, train teams, and shape future models of stroke recovery.



Building a Stronger Stroke Care Ecosystem

S3's future role is not only to provide services, but to contribute to a stronger stroke care ecosystem in Singapore. Through partnerships such as the Stroke Rehab Ecosystem that is led by Lien Foundation, Tan Tock Seng Hospital, and Singapore General Hospital, alongside our MOU with the National Neuroscience Institute, S3 will continue working with more

hospitals, funders, community partners, clinicians, researchers, and innovators to improve transitions from hospital to community, reduce fragmentation, and support more integrated care pathways.

The next decade will require disciplined growth that is grounded in evidence, collaboration, and measurable impact.

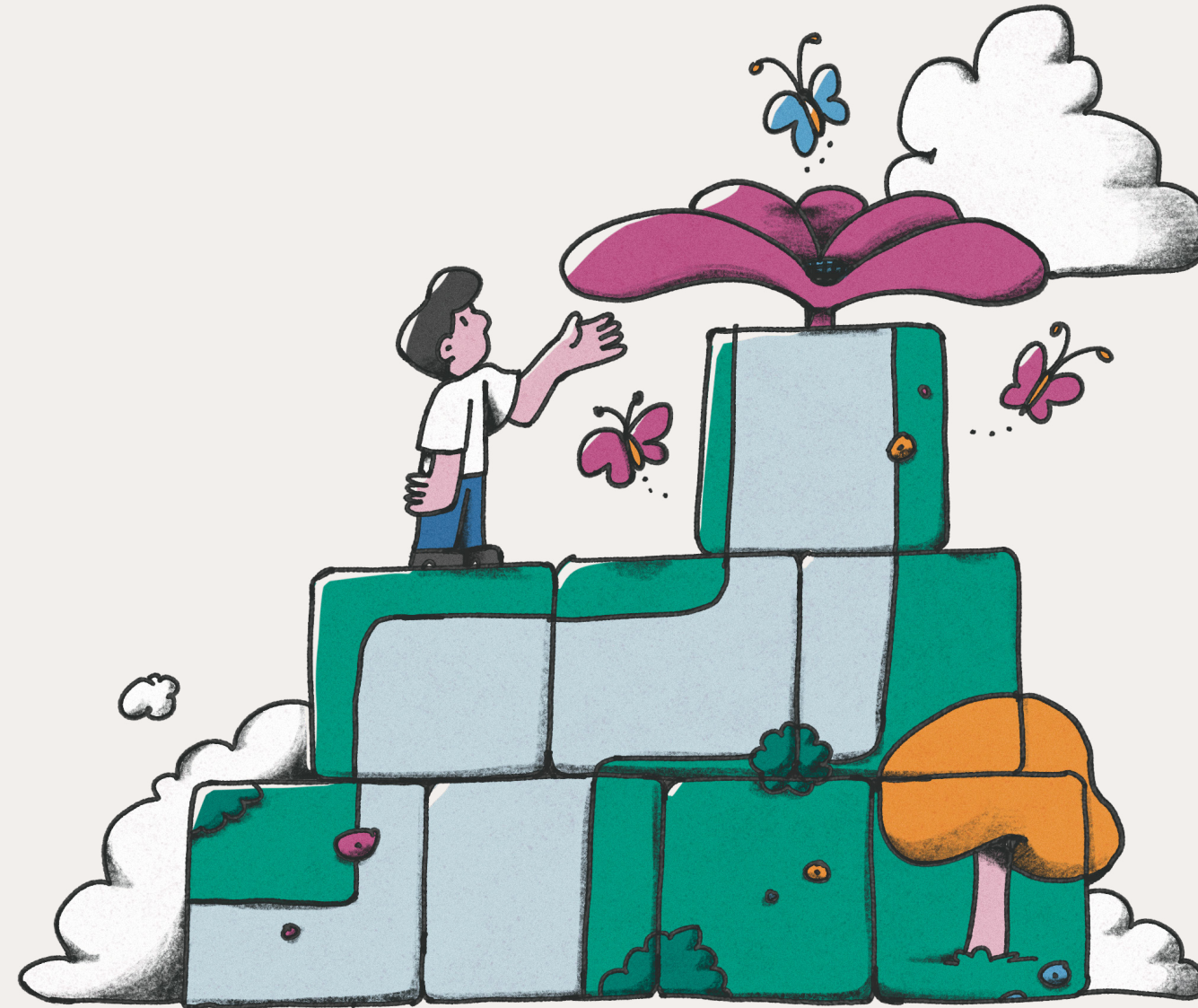


Purposeful growth to lead with excellence

Expansion is not only about scale, but also about building the capability to grow impact responsibly and lead with intention. This is driven by our continued use of research to inform strategy and surface emerging community needs, ongoing development of workforce capabilities through professional and clinical training,

enhancement of systems for performance measurement, and strengthening of financial stewardship and organisational governance.

In this next phase, S3 will continue advancing these organisational foundations to deliver high-quality, evidence-informed care to the communities we serve.



As we move forward, our ambition is clear. From a Canopy of Care to a Continuum of Care, our journey reflects progression, not reinvention.

S3 will continue advancing its capabilities to meet evolving community needs and set new benchmarks in stroke-focused community healthcare that is guided by

evidence, shaped by lived experience, and anchored in accountability.

In addition, we will strengthen pathways that support individuals to prevent stroke, recover from stroke, live well after stroke, and remain connected to the community for the long term. Because care does not stand still. Neither do we.

CHAPTER 8

Stewardship & Sustainability



Leadership & Governance

Roles and Responsibilities of Board of Directors

The Board acts in the best interest of S3 and exercises independent judgement. The Board ensures that the charity is managed effectively, ethically, and sustainably. Board and committee members are volunteers, and they do not receive any remuneration or fees for their services.

Board Changes During FY2025/26

During the financial year, S3 welcomed Dr Loh Yong Joo and Mr Jason Bay to the Board of Directors with effect from 1 October 2025.

S3 also records its appreciation to Dr Kelvin Phua, who stepped down from the Board on 30 September 2025, for his service and contributions to the organisation.

Attendance at Board meetings is reflected based on the number of meetings each Director was eligible to attend during his or her period of service in FY2025/26.

Ms Chang Hwee Nee	Date of First Appointment into Board
Chairman and Director	1 April 2019
Current Occupation(s) & Board Affiliations	Date of Latest Re-appointment into Board
■ Chief Executive and Board Member, National Heritage Board	1 October 2025
■ Board Member, National Gallery Singapore	Attendance at Board Meetings
■ Board Member and Member, HeritageSG	2 out of 2
■ Member, Global Cultural Districts Network	
■ Member, Malay Heritage Foundation	
■ Member, NTU HASS College Advisory Board	

Mr Yap Wai Ming	Date of First Appointment into Board
Director	15 January 2016
Chairperson, Nomination Committee	Date of Latest Re-appointment into Board
Chairperson, Strategy & Partnership Development Committee	1 October 2024
Current Occupation(s) & Board Affiliations	Attendance at Board Meetings
■ Board Member, Ren Ci Hospital	2 out of 2
■ Committee Member, SingHealth Foundation Fund	
■ Committee Member, Vanguard Medifund	
■ Director, Vanguard Health Fund Limited	

Ms Foo Sew Yen, Janet	Date of First Appointment into Board
Director	3 August 2015
Chairperson, Fundraising & Communications Committee	Date of Latest Re-appointment into Board
	1 October 2025
Current Occupation(s) & Board Affiliations	(Please refer to page 74 for Board Renewal and Succession.)
■ Retired	Attendance at Board Meetings
	2 out of 2

Mr Loh Khum Wai, Max	Date of First Appointment into Board
Director and Treasurer	1 October 2022
Chairperson, Finance Committee	Date of Latest Re-appointment into Board
	1 October 2024
Current Occupation(s) & Board Affiliations	Attendance at Board Meetings
■ Chairman, Competition and Consumer Commission of Singapore	2 out of 2
■ Board Member, Building & Construction Authority	
■ Director, CapitaLand Ascott REIT & Business Trust	
■ Director, Samudera Shipping Line Ltd	
■ Director, SPH Media Holdings Ltd	
■ Treasurer and Council Member, Singapore Institute of Directors	
■ Council Member, CPA Australia (Singapore Division)	
■ Chairman, ISCA Cares Ltd	
■ Chairman, Tanjong Pagar-Tiong Bahru Citizens' Consultative Committee	
■ Chairman, Fair Tenancy Industry Committee	
■ Chairman, External Review Panel (Quality Assurance Framework for Universities)	

Dr Ahmad Bin Mohamed Magad

Director
Chairperson, Human Resources Committee

Date of First Appointment into Board
1 April 2019

Date of Latest Re-appointment into Board
1 October 2025

Current Occupation(s) & Board Affiliations

- Board of Trustees, Sree Narayana Mission Singapore
- Lead Independent Director, Salleh Marican Foundation
- Lead Independent Director, PropNex Limited
- Member, Malay Heritage Foundation

Attendance at Board Meetings
2 out of 2

Mr Ling Ping Chih, Leonard

Director
Former Chairperson, Human Resources Committee

Date of First Appointment into Board
1 October 2019

Date of Latest Re-appointment into Board
1 October 2025

Current Occupation(s) & Board Affiliations

- Chief Human Resource Officer, Foundation Healthcare Holdings
- Founder and Principal Consultant, Coherence Pte Ltd

Attendance at Board Meetings
2 out of 2

Dr Khoo Cheng Hoe, Andrew

Director
Chairperson, Investment Committee

Date of First Appointment into Board
1 April 2020

Date of Latest Re-appointment into Board
1 October 2024

Current Occupation(s) & Board Affiliations

- Director, OCBC Bank Ltd
- Chairman, OCBC Bank (Hong Kong) Ltd
- Director, OCBC Management Service Pte Ltd
- Director, OCBC Group Private Ltd
- Chairman, Great Eastern Holdings Ltd
- Chairman, Great Eastern Life Assurance Company Ltd
- Chairman, Great Eastern General Insurance Ltd

Attendance at Board Meetings
2 out of 2

Mrs Celine Tang

Director

Date of First Appointment into Board
1 January 2024

Date of Latest Re-appointment into Board
N/A

Current Occupation(s) & Board Affiliations

- Director, SingHaiyi Group Pte. Ltd.
- Executive Director, Haiyi Holdings Pte. Ltd.
- Non-Independent / Non-Executive Director and Chairman, Acrophyte Pte. Ltd.
- Non-Executive Chairman, OKH Global Ltd
- Director, Anchorvale Residences Pte Ltd

Attendance at Board Meetings
2 out of 2

- Director, Atbara Holdings Private Limited
- Director, Corporate Residence Pte Ltd
- Director, Gordon Tang Foundation Limited
- Director, The Tang Foundation Ltd
- Director, Haiyi Properties Pte Ltd
- Director, Haiyi Sea Sports Centre Pte Ltd
- Director, Haiyi Treasure Pte Ltd
- Director, Haiyi Wealth Pte Ltd
- Director, Huajiang International Corporation Pte Ltd
- Director, Huajiang Properties II Pte Ltd
- Director, Huajiang Properties Pte Ltd
- Director, Pearl Properties V Pte Ltd
- Director, Tampines EC Pte Ltd
- Director, Tang Dynasty Treasure Pte Ltd
- Executive Director, Tang Dynasty Fund Pte Ltd
- Director, Tang Dynasty Wealth Pte. Ltd.
- Director, New Port Duty Free Pte Ltd
- Director, Newport Premium Pte Ltd
- Director, 9PR Pte Ltd
- Director, Acrophyte Asset Management Pte Ltd
- Director, Asset Century International Limited
- Director, Golden Gulf Enterprises Limited
- Director, Ocean Landing LLC
- Director, Park Mall Holdings Limited
- Director, Park Mall Investment Limited
- Director, Senz Holdings Limited
- Director, SingHaiyi Properties (Hungary) Kft
- Director, SingHaiyi US Operations Inc
- Director, Vietnam Town Property LLC
- Director, Hainan Junhua Haiyi Hotel Co., Ltd
- Director, Shantou Haiyi Panorama Hotel Co., Ltd
- Director, Guangdong Junhua Haiyi Hotel Management Co., Ltd
- Director, Shantou International Container Terminals Limited
- Non-Executive Director, American Pacific International Capital Inc.
- Director, Asia Marvel Holdings Limited

Ms Magdelene Chua

Director
Chairperson, Audit Committee

Date of First Appointment into Board
1 October 2024

Date of Latest Re-appointment into Board
N/A

Current Occupation(s) & Board Affiliations

- Partner, PwC Singapore
- Fellow Chartered Accountant, Institute of Singapore Chartered Accountants
- Fellow, CPA Australia
- Global Governing Trustee, Urban Land Institute (ULI)
- Board Member, ULI Asia Pacific Board
- Board and Audit Committee Member, National Parks Board

Attendance at Board Meetings
2 out of 2

Dr Loh Yong Joo Director Chairperson, Programmes, Services & Innovation Committee	Date of First Appointment into Board 1 October 2025 Date of Latest Re-appointment into Board N/A
Current Occupation(s) & Board Affiliations ■ Senior Consultant and Head of Department, Department of Rehabilitation Medicine, Tan Tock Seng Hospital ■ Director of Clinical Innovations, TTSH Clinical Research & Innovation Office ■ Adjunct Associate Professor, NTU Lee Kong Chian School of Medicine ■ Academic Chair, NHG Rehabilitation Health Academic Clinical Programme	Attendance at Board Meetings 1 out of 1 (There was 1 board meeting during Dr Loh’s tenure)

Mr Jason Bay Director Chairperson, Technology Committee	Date of First Appointment into Board 1 October 2025 Date of Latest Re-appointment into Board N/A
Current Occupation(s) & Board Affiliations ■ Director, Chief Operating Officer’s Office, Sea Limited ■ Senior Research Fellow (Adjunct), NUS Saw Swee Hock School of Public Health	Attendance at Board Meetings 1 out of 1 (There was 1 board meeting during Mr Bay’s tenure)

Mr Ling Tok Hong Director Former Chairperson, Audit Committee Former Deputy Chairperson, Programmes, Services & Innovation Committee	Date of First Appointment into Board 1 July 2018 Date of Latest Re-appointment into Board 1 October 2024
Current Occupation(s) & Board Affiliations ■ Partner and Leader, Mergers & Acquisitions, PwC Singapore ■ Board Member, Gambling Regulatory Authority (GRA)	Attendance at Board Meetings 0 out of 2

Dr Phua Cheng Pau, Kelvin Director Former Chairperson, Programmes, Services & Innovation Committee (served until 30 September 2025)	Date of First Appointment into Board 3 August 2015 Date of Latest Re-appointment into Board 1 October 2023
Current Occupation(s) & Board Affiliations ■ Chief Executive Officer, SATA CommHealth	Attendance at Board Meetings 1 out of 1 (There was 1 board meeting during Dr Phua’s tenure)

Appointment of the Board

The Company's directors can appoint new board directors by a regular vote (Ordinary Resolution). These appointments can be to fill open positions or to add new members. Once appointed, directors typically serve a term of two (2) years, with the exception of the first group of board members who hold office for two years from the company's incorporation date. After a director's term ends, they can be re-appointed through another director’s vote. The Company also retains the right to remove a director before his or her term ends, through another board of directors’ vote.

Composition of Board of Directors

The Board strives to ensure diversity, with Board members having core competencies in accounting, finance, investment, management, legal, human resources, fund-raising, communications, strategic planning, technology, and relevant sectoral knowledge (health, medical, rehabilitation, and social services).

Training and Evaluation of the Board

In accordance with best practices and the Charities Code of Corporate Governance, the company implements a comprehensive onboarding process for newly appointed directors, which includes orientation and educational programmes prepared by the Nomination Committee. The Board of Directors also undertakes a rigorous self-evaluation process every two years, ensuring continued alignment with best governance practices.

Board Renewal and Succession

Ms Foo Sew Wen, Janet, was re-appointed into the board after 10 years of service because the organisation required her expertise in events management for our 10th Anniversary Thanksgiving Gala Dinner which took place on 23 Oct 2025.

She brings extensive experience in partner engagement, fundraising, and provides valuable leadership as Chairperson of the Fundraising and Communications Committee. As part of the Board's succession planning, another Board member will co-lead the Committee with Ms Foo from October 2026 for the next two years to facilitate knowledge transfer and support a progressive transition of leadership responsibilities.

Board Committees

The Board is supported by nine (9) Board committees overseeing key areas. Each committee is chaired by a member of the Board and is guided by their respective terms of reference approved by the Board:

Audit Committee

- The committee liaises with auditors on significant financial and non-financial matters.
- It oversees and reviews financial reporting, disclosure, and accounting processes.
- It reviews audit plans and reports, ensuring management addresses auditors’ recommendations.
- It reviews internal checks for compliance with procedures and reports findings/improvements to the Board.
- It reviews internal financial controls and risk management systems and assists the Board in managing risks not addressed by other committees.
- It establishes and reviews procedures for fraud detection and whistleblowing.
- It oversees regulatory compliance and reports financial irregularities to the Board.
- It engages independent resources and obtains relevant information for investigations within its remit.

Members
Ms Magdelene Chua — Chairperson
(appointed with effect from 1 October 2025)
Mr Yap Wai Ming
Dr Khoo Cheng Hoe, Andrew
Mr Oo Ban Leong
Mr Ling Tok Hong

Former Member
Dr Phua Cheng Pau, Kelvin
(served until 30 September 2025)

Finance Committee

- The committee reviews and submits annual budgets, monitors expenditures, and prepares financial reports with explanations for variances to ensure accountability.
- It maintains a fixed asset register, ensures proper insurance, and oversees asset use.
- It establishes and enforces policies for Board approval of loans/donations to external parties.
- It implements and monitors documented control procedures for key financial areas (procurement, payment, payroll, receipts, approvals, etc.).
- It supports board reviews of internal controls, processes, programmes, and events.
- It monitors reserves for financial sustainability, develops and reviews reserve policies (disclosed in annual reports), informs donors on fund use, and allocates excess funds for investment.

Members
Mr Loh Khum Whai, Max — Chairperson
Dr Ahmad Bin Mohamed Magad
Ms Ang Lian Choo, Anne

Fundraising and Communications Committee

- The committee develops fundraising plans, identifies potential donors, and organises outreach programmes.
- It sets fundraising targets based on S3’s financial needs and discloses these plans to donors.
- It sets and reviews ethical standards for fundraising activities. It also ensures transparency and integrity in fundraising efforts.
- It monitors compliance with ethical benchmarks and cost-effectiveness.
- Provides accurate advice to donors and maintains their confidentiality.
- It establishes procedures for recording and managing donations.
- Seeks Board approval for third-party fundraisers and ensures transparent fees, where applicable.
- Meetings are held at least semi-annually with a quorum of two members.
- Submits half-yearly reports to the Board on fundraising matters.

Members
Ms Foo Sew Yen, Janet — Chairperson
Ms Michelle Lim — Co-Chairperson
Ms Heng Fong Yee, Barbara
Ms Sun Xiaoqing
Mr Ling Tok Hong
Dr Michael Lim — Advisor
Mr Yang Tse Pin — Advisor

Human Resources Committee

- The committee establishes and maintains the human resource policies.
- It conducts background checks for all Board Members and staff with fiduciary or executive responsibilities.
- It establishes and enforces confidentiality policies for staff.
- It develops processes to identify and fulfill staff training needs.
- It assists in ensuring competitive staff compensation.
- It ensures a fair performance review system.
- It maintains open communication channels for feedback and grievance handling.
- It establishes and enforces expense reimbursement policies.
- It advises on staff engagement strategies and approaches.
- It identifies areas for improvement in HR practices and provides reports to the Board.
- It recommends and implements Board-approved disciplinary actions for staff.
- It establishes and enforces exit procedures for departing staff.

Members
Dr Ahmad Bin Mohamed Magad — Chairperson
Ms Catherine Thia Siew Quek
Ms Christine Loh Suet Har
Mr Ling Tok Hong
Mr Ling Ping Chih, Leonard (appointed with effect from 1 October 2025)
Mr Syed Imtiaz Hussain (appointed with effect from 1 January 2026)

Nomination Committee

- The committee recommends qualified director candidates for vacancies.
- It recommends director retirement/re-election based on S3's Articles.
- It reviews and recommends membership for other Board committees.
- It assesses the need for a Lead Independent Director and makes recommendations.
- It develops orientation and education programmes for new Board members.
- It annually reviews director independence based on relevant regulations.
- It considers and potentially authorises situational conflicts of interest for directors.
- It reviews Board/committee structure, size, and composition for balance and expertise.
- It establishes and reviews profiles for required Board member skills and attributes.
- It formulates and recommends Board succession plans, reviewing them periodically.

Members

Mr Yap Wai Ming — Chairperson
 Ms Chang Hwee Nee
 Ms Magdelene Chua (appointed with effect from 1 October 2025)

Programmes, Services and Innovation Committee

- The committee assesses existing programme outcomes and alignment with S3's mission.
- It oversees new programme developments with clearly defined objectives.
- It guides service delivery mechanisms and ensures provider compliance.
- It evaluates programme effectiveness for existing and new initiatives.
- It reports on programme outcomes and new programme development progress to the Board.
- It recommends strategies for community engagement, partnerships, and increasing awareness about stroke.
- It advises on developments in post-stroke rehabilitation.
- It connects with relevant institutions to further S3's cause.
- It advises on utilising assistive and information technology to improve beneficiary and staff/volunteer experiences and programme efficiency.
- It monitors and guides staff/volunteer technology usage.
- It identifies and pursues funding opportunities with research institutions to support committee objectives.

Members

Dr Loh Yong Joo — Chairperson (appointed with effect from 1 October 2025)
 Dr Ong Seh Hong
 Dr Effie Chew
 Mr Ling Tok Hong
 Dr Phua Cheng Pau, Kelvin (appointed with effect from 1 October 2025)
 Dr Raymond Seet Chee Song (appointed with effect from 1 October 2025)
 Mr Bay Hanwei, Jason (appointed with effect from 1 October 2025)
 Assoc Prof Adeline Ng Su Lyn (appointed with effect from 7 October 2025)

Former Member

Dr Phua Cheng Pau, Kelvin — former Chairperson (served until 30 September 2025)

Strategy and Partnership Development Committee

- The committee advises and supports the development of S3's strategic review and development, such as bi-annual Board Retreats and strategic plans.
- It advises on the development and implementation of effective community and volunteer engagement strategies.
- It reviews volunteer development plans and the effectiveness of volunteer programmes annually.

Members

Mr Yap Wai Ming — Chairperson
 Ms Foo Sew Yen, Janet
 Dr Ahmad Bin Mohamed Magad (served until 30 September 2025)
 Mr Sankaranarayanan Shrikanth
 Mrs Celine Tang
 Mr Oo Ban Leong (appointed with effect from 1 October 2025)
 Mr Mohamed Farouk Bin Mohamed Ismail (appointed with effect from 1 April 2026)

Investment Committee

- The committee manages S3's investments for the sole benefit of its beneficiaries.
- It works closely with the Finance Committee to determine investment amounts.
- It develops investment policies aligned with Board-set objectives and risk tolerance.
- It approves the appointments of investment consultants and managers where applicable.
- It establishes procedures for their appointment/termination and performance review.
- It annually reviews asset allocation (with potential consultant assistance) and ensures alignment with market conditions and organisational needs.
- It reports investment performance and fund health to the Board semi-annually.

Members

Dr Khoo Cheng Hoe, Andrew — Chairperson
 Ms Chang Hwee Nee
 Mr Loh Khum Whai, Max
 Ms Ang Lian Choo, Anne

Technology Committee

- The committee oversees S3's technology strategy and digital transformation initiatives to support organisational goals and service delivery.
- It reviews cybersecurity, technology risks, and business continuity measures to safeguard organisational systems and data.
- It reviews data, digital and technology governance practices, ensuring the secure, responsible and compliant use across the organisation.
- It provides guidance on the adoption and use of digital technologies to enhance operational efficiency, programme effectiveness and beneficiary experience.
- It oversees data protection and cybersecurity risk management, reporting findings and improvement recommendations to the Board.

Members

Mr Jason Bay — Chairperson

(The Technology Committee was formed on 1 October 2025
and the effective date of appointment is 1 October 2025.)

Mr Mohamed Farouk Bin Mohamed Ismail

Mr Habib Rehman

The committees ensure there are adequate resources for the operations and programmes, and resources are effectively managed. They set out processes to ensure that S3 complies with all applicable rules and regulations, including requirements of Financial Reporting Standards (FRS), the Code of Governance for Charities and Institutions of a Public Character.

Corporate Governance

S3 is committed to lawful and ethical behaviour in all activities and requires that our board members, employees, volunteers, advisors and consultants, comply with all applicable laws, regulations, and internal policies in their conduct.

Personal Data Protection Act (PDPA) Compliance

S3 has in place a PDPA-compliant Standard Operating Procedure (SOP) that governs data collection, use, and management, across all departments to prioritise the privacy and security of personal data. Staff obtain explicit consent before using client data and adhere to data minimisation principles. Clients are informed about data usage and their rights.

Robust security measures safeguard data, including encryption, access controls, and regular audits. Access is limited to authorised personnel with a legitimate need (e.g. clinical and care teams). Staff receive training on data security best practices. S3 maintains records of data processing activities as required by PDPA.

Human Resource Management

S3 maintains an Employee Handbook which is made readily available to all current staff. The handbook outlines the Company's objectives, policies and procedures, as well as expectations on professional demeanour under the Code of Conduct. To ensure continued relevance and effectiveness, the handbook is subject to periodic review and updates.

Volunteer Management

S3 has implemented a comprehensive Volunteer Management Framework to ensure a smooth and effective experience for all volunteers, encompassing recruitment, onboarding, training, management, and recognition. The Strategy and Partnerships Development Committee provides leadership and oversight for volunteer engagement.

Whistle Blowing Policy

S3's Whistle Blowing policy empowers employees and external stakeholders to report potential wrongdoings or concerns directly to the Board, through designated channels managed by the Chairs of the Audit and Human Resources Committees. This confidential and secure reporting mechanism allows for responsible disclosure without fear of retaliation. All reports are treated with the strictest confidentiality.

There was no complaint through the designated reporting channels during Financial Year 2025/2026.

Risk Management Practices

The Board has instituted that Chairs of the respective Board Committees be responsible for the risk management and mitigation of their respective domain areas.

Policy on Conflict of Interest

S3 has documented procedures set in place for Board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.

All members of the Board are to promptly and fully disclose, in accordance with the procedures laid down, all interests that could conflict with their duties and shall not in any way be involved in the transaction or influence the outcome of the transaction.

The declaration of conflict of interest is done at a frequency as mandated. Where a conflict of interest arises at a Board meeting, the Board member concerned is expected not to vote on the matter, nor participate in its discussions.

Environmental, Social and Governance

S3 has established an Environmental, Social and Governance (ESG) Policy to guide responsible practices across our operations. It encompasses reducing avoidable waste and resource use within our control, while safeguarding beneficiary dignity, staff and volunteer welfare, accessibility and safety, and fostering responsible community relationships.

These efforts are underpinned by accountable governance through sound financial stewardship, data protection, conflict management, regulatory compliance and honest reporting via existing governance channels.

Ministry of Health (MOH) subvention for Intermediate and Long-Term Care (ILTC) Services

The Company qualified on 31 March 2019 (Enabling Village centre) and 1 October 2019 (Jurong Point centre) as an approved provider for subsidised Centre-Based Services such as physiotherapy, occupational therapy and speech therapy for stroke survivors, with the aim to restore, improve and prevent the worsening of functional abilities through customised programmes and exercises.

Fundraising Conduct

S3 has implemented a comprehensive Fundraising and Donations Policy that serves as a guiding framework to ensure ethical and transparent fundraising practices. It establishes clear standards for all fundraising activities, ensuring alignment with the organisation's values, ethical principles, and full compliance with the Charities Act and relevant sector guidelines.

S3 secures its financial support through a diverse range of sources, including donations from foundations, corporations, and individual patrons, alongside government project grants and subventions.

In Financial Year 2025/2026, the total operationalisation expenses of each fundraising event did not exceed 30% of the total receipts raised. S3 did not engage any third-party fundraisers.

Financial Management and Internal Control

S3 has documented procedures established to ensure robust internal controls for key financial matters such as procurement, payment, receipts, and limits of approval.

Reserves Policy

The Company has a policy to set aside a reserve fund to cover operating and capital expenditure costs projected for the next two years.

Restricted funds are utilised in accordance with the stipulations set forth by their respective providers. Consequently, the planned timing of the use of restricted funds varies. In contrast, general or unrestricted funds designated for operational costs and general expenditures have no planned timing of use.

Investment Management

S3 has implemented an Investment Policy which establishes clear parameters for the allocation and management of its Investment Funds. The policy ensures a balance between achieving optimal returns and mitigating risk exposure, ultimately safeguarding the long-term value of the Company's financial resources.

Remuneration Declarations, Disclosure and Transparency

There are no paid staff who are close family members of the Executive Director or any governing board member of the charity, and who have received remuneration exceeding \$50,000 during the financial year.

There are no Key Management Personnel whose annual remuneration exceeds \$100,000.

Commendation

S3 was awarded the Cyber Essentials certification in recognition of its commitment to implementing robust cyber hygiene practices, strengthening the protection of its operations, systems, and data against cyber threat.



S3 was presented with a Token of Appreciation in recognition of its efforts to promote legacy planning tools among stroke survivors and caregivers, empowering them to plan for their future.



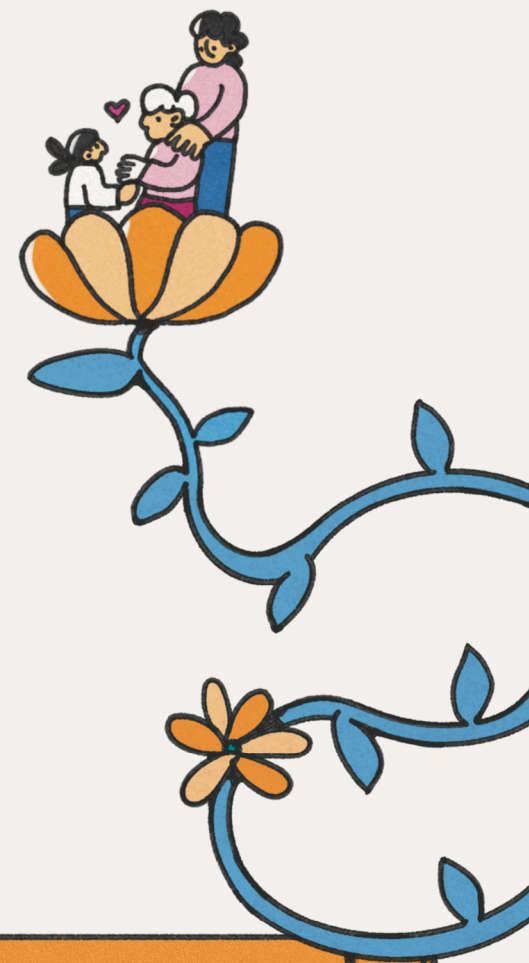
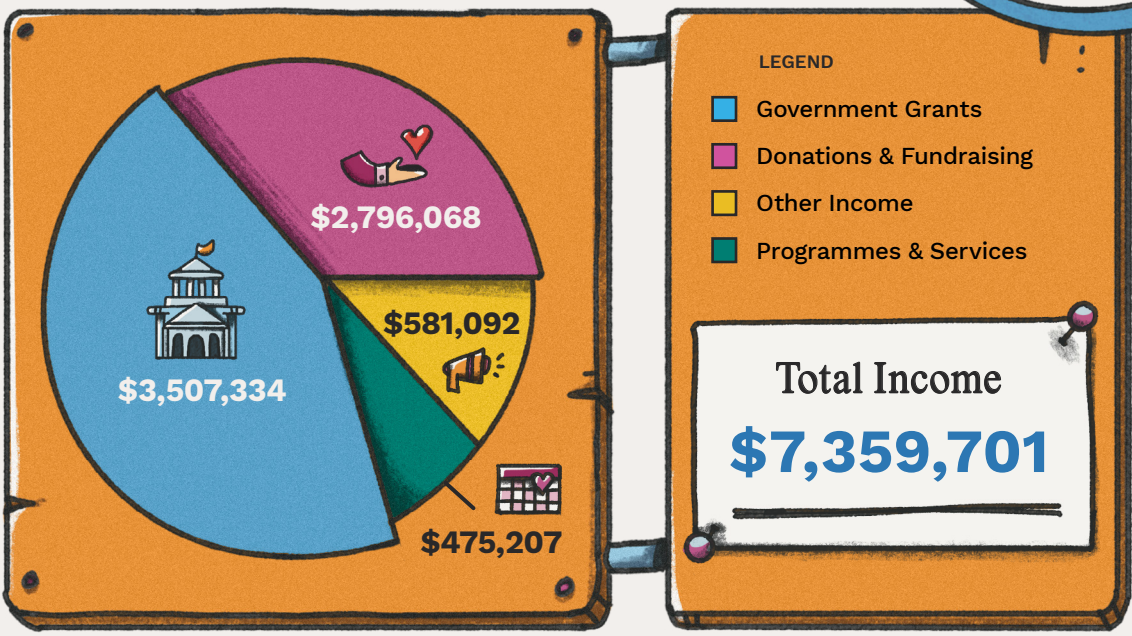
S3 is a member of the World Stroke Organization (WSO).



Financial Highlights

In FY 2025/2026, our total income reached \$7,359,701. Government grants of \$3,507,334 formed the largest share — a partnership that allowed us to extend our reach and support more stroke survivors across Singapore. Donations and fundraising brought in \$2,796,068 where every dollar is a vote of confidence from individuals and organisations who chose to stand behind our mission. A further \$475,207 was generated by our own programmes and services, and evidence that what we do holds real value for those we serve. The remaining \$581,092 came from investment returns, reflecting prudent stewardship of the resources entrusted to us. Together, these four streams give us a funding base that is both diversified and resilient.

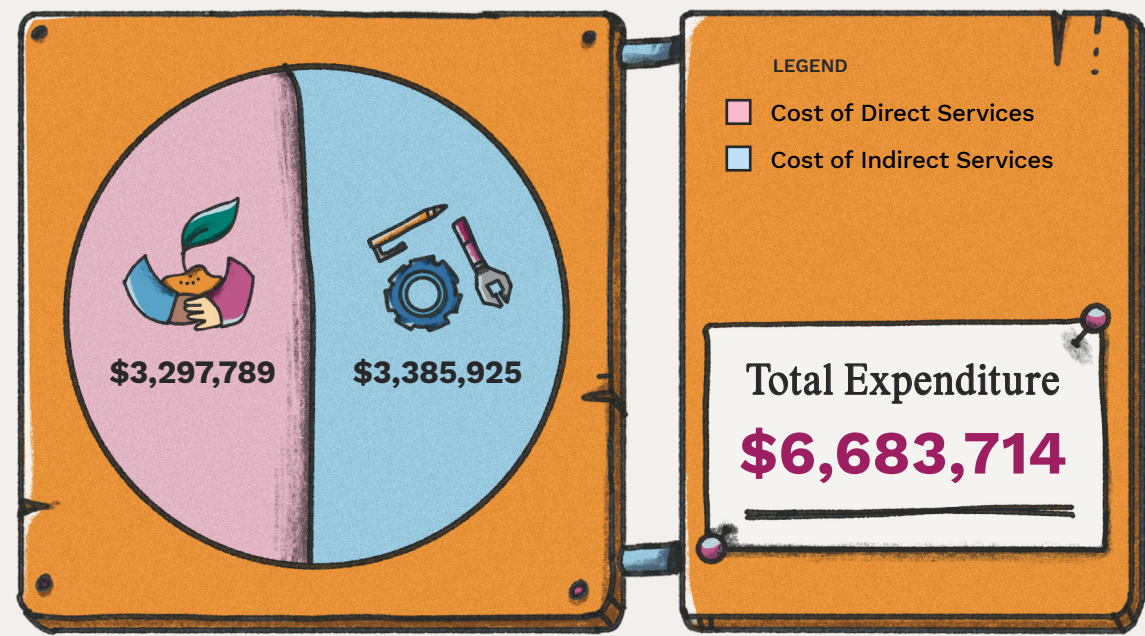
Income



Our total expenditure for the year stood at \$6,683,714, allocated with care to ensure the greatest possible benefit for stroke survivors and their families. Of this, \$3,297,789 went to direct services that empower our stroke survivors day by day — care, rehabilitation and support programmes. A substantial \$3,385,925 was dedicated to the indirect

costs, including the infrastructure, governance and people that make these programmes possible, sustainable and safe. The split is close to even and that balance is deliberate as the delivery of specialised stroke services at scale requires trained staff, quality assurance and sound administration behind every session at S3.

Expenditure



The year's figures tell a story of stability underpinned by careful stewardship. Income of \$7,359,701 drawn from four distinct streams meant no single source carried undue weight, while expenditure of \$6,683,714 was directed with equal care across the services our beneficiaries receive and the infrastructure that makes those services possible. The resulting surplus of \$675,987 is not an end in itself, but a foundation that strengthens our reserves,

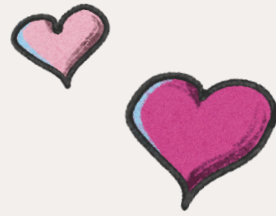
protects us against the uncertainties every charity faces, and gives us room to invest in the growth of our programmes. To every donor, partner, and funder who made this possible, these numbers are the measure of your trust, and our commitment is to keep earning it. We look forward to building on this strong foundation as we strengthen our role in shaping the future of stroke care in Singapore.

CHAPTER 9

Acknowledgements



Donors & Partners Acknowledgement for FY2025/2026



Many of this year's milestones would not have been possible without the support and generosity of donors, partners and volunteers. Their contributions enable the continued service and support for the stroke community, and there is a shared hope to continue working together in the years to come!

Our Donors

\$300K and above

The Tang Foundation

\$100K and above

Dalio Philanthropies
Kian An Investments Pte Ltd
Kwee Liong Keng
The Ngee Ann Kongsi
Wing Tai Foundation

\$25K and above

Han Jok Kwang
Ho Che Fei
Jva Whampoa Pte Ltd
Loyang Tua Pek Kong Temple
Peng Bengang
Tan Chin Tuan Foundation

\$200K and above

Kwee Liong Tek
Stephen Riady Foundation

\$50K and above

George Quek MengTong/Breadtalk Group Limited
Chuan Lim Construction Pte Ltd
Dgreen Private Limited
Eddy Kwok Hong Wai
Hai Di Lao Holdings Pte Ltd
Kwek Eik Sheng
Lian Beng Construction
Nuri Foundation Limited
Phoa Ee Hui
Vitol Foundation
Yang Tse Pin
Yuan Huaqiang

\$10K and above

Alliance Asia Holdings Pte Ltd
Belif Pte. Ltd.
Binjaitree
C Plus V Foundation
Chen Chunxiao
Chia Soo Hien
City Developments Limited
DCA Architects Pte Ltd
Dilhan Pillay Sandrasegara
Doreen Tan Nee Moi
Dream Global Holdings Pte Ltd
Eng Kian Fund (CFS)
Far East Organization Centre Pte. Ltd.
Foundation Healthcare (Specialists) Pte Ltd
He Jian Ping
Huang Yuzhu
In memory of Mrs Teo Poh Yim
Kwa Kim Li
Ling Tok Hong
Lives Matter Foundation (CFS)
Margaret Chan-Lien
Neo Kah Kiat
Oh Wei Liang Peter
Phua Lay Peng Denise
Raffles Medical Group Ltd
Sheng Siong
Singapore Aobo Brilliance Private Ltd.
Tan Hwee Bin
Tan Ng Kuang
Tao One Ltd
Teo Chue Meng
Tim Tian
Tow Heng Tan
Wong Yue Chiang
Yeo Lay Choo
Zhou Yuting

\$5K and above

Chang Chi Hoong
Chua Wei Zhen
Fan Zi Ping
Goh Kui Eng
Keppel Care Foundation
Karim Tano Tjandra
Leong Foong Lin Margaret
Sun Xiaoqing
Tan Chee Wee

\$1K and above

Alfie Gan Lian Hwee
Anne Pakir
Au Wing Lok
Bobby Chin
Changlani Hitendra
Chew Teck Soon
Chng Bee Leng
Christine Yeo
Chuan Lam Production Pte Ltd
Edmund Goh
Ho Jun Keong
Ho Tian Fatt
Hsu Yuh Feng, Charlotte
Jason Bay Hanwei
Jiang Xin Xuan Janice
Jonathan Ong Jun Kai
Khoo Chin Inn
Koo Tin Chew, Vincent
Ku Geok Boon
Lee Kian Chong
Lee Yock Suan
Lian Ai Hian
Lim Wee Teck
Lim Wei Ping
Lim Yuan Kang
Ling Ping Chih Leonard
Ng Rei Na
Nur'Ashikin Binte Ah
Ong Sui Hui
Pang Sik Meng
Penny Lim Sok Len
Quentin Pak
Robert Irwan
Seow Choke Meng
Simon Ong Chin Sim
Singapore Global Trust Pte Ltd
SMRT Trains Ltd
Soh Gim Teik
Sun Xueling
Tan Chan Tong
Tan Choon Huat
Tan Juan Yew
Tan Kwang Hwee
Tay Chui Guek
Teo Hee Lian
Teo Ser Luck
Teo Swee Lian
Trillion So
Wesley Tan
Wong Sen Yang
Zhang Wei Shan
Zheng Wanshi

Our Partners

Medical Advisors

Dr Effie Chew

Clinical Programme Partners

AWWA Ltd
Dr Matthew Chua (NUS-ISS)
Ekso Bionics (Asia) Pte Ltd

National Council of Social Service
National Healthcare Group
National Neuroscience Institute
National University Health System
Outram Community Hospital (OCH)
Rehabit

Wellness Programme Partners

Active Red
Active Zone
Agency for Integrated Care
AMGD Singapore
Dance Movemental
DCA Architects Pte Ltd
Happiness Thru Fitness
Kikki Crafts
Little Splashes Aquatics
Mandai Wildlife Group
National Heritage Board

Active Ageing Centre Programme Partners

Agency for Integrated Care
BOC Aviation
Duke-NUS Medical School
Dunearn Secondary School
Eyeviser
Finger Hope
Happiness Thru Fitness
Health Promotion Board
ITE College West
Little Big Garden
Mandai Wildlife Group
Mediacorp
National Parks Board

Professional Corporate and Legal Services

Allen & Gledhill LLP
■ Mr Chan Hian Young
■ Ms Lim Libin, Nora
■ Ms Teo Wei Wei, Kamille

SG Assist Pte Ltd
SG Enable
Singapore Institute of Technology (SIT)
SPD
Stroke Services Improvement
Tan Tock Seng Hospital
Thye Hua Kwan Moral Charities (THKMC)
QuantumTX
Wearable

National Parks Board
Nexus TCM Clinic
One Fine Day
Plantflorapy
Project Enigma
Prospect Music Therapy
PSA Corporation Limited
Sentosa Development Corporation
Singapore Turf Club Riding Centre
Singapore Zhongyuan Association
WongPartnership LLP

National University Health System (NUHS)
NTUC Health
People's Association
PCF Sparkle Care
Salus Medical Singapore
SGCares Volunteer Centre @ Boon Lay
Silver Generation Office
Singapore Digital Office
Tay Association
TheMeta Services
United Workers of Electronics & Electrical Industries (UWEEI)

Our Volunteers

Adil Dhalla Aashish
Andrew Ang
Ang Kai Xuan
Annamalai Letchumi
Annie Lee Chien Ni
Bo Yuan Pang
Brandon Vea
Chan Kah Cheong
Chen Ying
Cheng Ren
Ch'ng Ai Lee
Choy Myn
Christopher Tan
Chua Hwee Huang
Claire Chang
Costi Caldana
Daniel Loh
Debbie Lee
Denise Chen Ting Yen
Doreen Tan
Eein
Emily Ong
Evangelyn Neo
Fiona Tan
Foo Fatt Hing, Daniel
Goh Hui Ping

Han Haw Juan
Helen Chew
Isaac Goh
Jo Ee Tang
June Liyan Chen
Khee Khoon Teo
Larry Lim Xin Rui
Lee Chee Ling
Lee Seow Leng
Lee Tse Ying
Lee Yuet Ngo (Rose)
Liezl De Guzman
Lim Ah Kun
Lim Phaik Hong
Loon Soh Mei
Lynn Leong Yoke Yin
Major Singh
May Lee
Megan Siah
Michelle Chai
Minghao
Ng Sun Eeg
Norazim Bin Azami
Nur Amirah Hakim
Binte Mustapha Kamal
Ong May Leng

Ong Yiat Wah
Raeanne Koh
Raquel
Gochioco
Regina Wong
Rochelle Goh
Seah Zhi Cheng
Shafiq Sahib
Siow Fei
Soon Chii Sy
Steffi Lim
Tay Ming Yi
Teh Houyang
Thor Hock Loo
Tiara Chue
Tiffany Leng
Timothy Seah
Lian Huat
Vivian Sng
Chee Fern
Wang Weiting
Wee Wei Kai
Wong Ah Kheng
Xuanhan Ang
Yap Chuan Ping
Yiting Tan

Our Corporate CSR Partners

We would also like to thank the following groups of corporate volunteers who have graciously spent meaningful time with our members and caregivers to create lasting memories together!

DCA Architects

51 Volunteers

PSA Singapore

34 Volunteers

PWC

6 Volunteers

Singapore Zhongyuan Association

20 Volunteers

Singlife

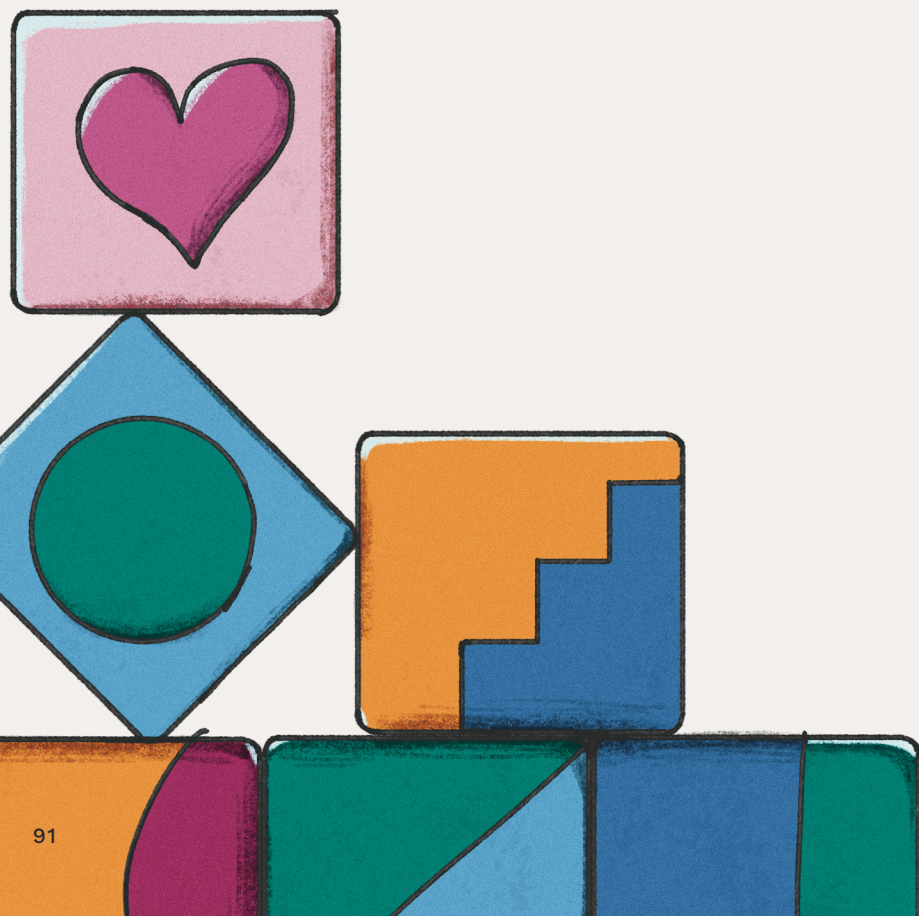
5 Volunteers

WongPartnership LLP

11 Volunteers

Donors & Partners for the Past Decade

During our Thanksgiving Gala, we also recognised the donors, partners and volunteers who have stood alongside us over the past decade. Their unwavering support, generosity and dedication have shaped who we are today and made our mission possible. As we look ahead, we look forward to deepening these partnerships and creating even greater possibilities for the stroke community together.



Donors & Partners

Key Philanthropic Partners

Dr Stephen Riady
Estate of Khoo Teck Puat
Lee Foundation
Lien Foundation
Loyang Tua Pek Kong Temple
Pontiac Land Group
The Tang Foundation & SingHaiyi Group

Exceptional Contributors

Dr & Mrs Michael Lim
Ms Sun Xiao Qing

Major Philanthropic Partners

LOTI Metropolis Pte Ltd
Mr Deng HuaHui
Mr Sun Bo
Mr Yang Tse Pin
Mr Zhang Yan
Ron Sim Foundation
Sky Wise Investment Pte Ltd
Tan & Fong Foundation
Tan Chin Tuan Foundation
Tanoto Foundation
The Ngee Ann Kongsi
Wing Tai Foundation

Philanthropic Partners

Best World International
Dalio Philanthropies
Haidilao International Holding Ltd
Ho Bee Foundation
Hu Lee Impex Pte Ltd
Mr Allan Lim
Mr Eddy Kwok
Mr Ho Che Fei
Mr Johnny Hu
Mr Kwek Eik Sheng
Mr Li Tzar Kai, Richard
Mr Ong Pang Aik
Mr Tan Eng Hwa
Mr Tony & Dr Melanie Chew
Ms Chi Meiyang
Mrs Margaret Chan-Lien
NTUC FairPrice Foundation Ltd
Nuri Foundation Ltd
Phoa Ee Hui
Progressive Education Foundation Ltd
Serial System Ltd
Thong Teck Sian Tong Lian Sin Sia

Distinguished Partners

Allen & Gledhill LLP
DCA Architect Pte Ltd
PSA Corporation Ltd
Mr Han Jok Kwang
Mr Vincent Koo Tin Chew
Vistra Corporate Services (SEA) Pte Ltd

Volunteers

Most Active Service Award

Mr Ng Sun Eeg
Ms Annamalai Letchumi

10-Year Long Service Award

Ms May Lee



