



**Miracle After Miracle
when you believe.**



Piano Lessons



Public Speaking Workshop



Children's Day Celebration



Chinese Art Camp



Family Appreciation Day



Art Lessons

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Mission

Saving lives of children with cancer through excellence in medical care, research, education and survivorship.



Medical Care

Partnering top tier institutions to develop advanced facilities and care systems such as the VIVA-NUH Children's Cancer Centre which was funded by VIVA through our donors.

We also supported the VIVA-KKH Paediatric Brain and Solid Tumour Programme, a collaborative clinical and research partnership between VIVA, KKH and St Jude Children's Research Hospital to seek advancements in childhood brain and solid tumours.

Research

Driving cutting-edge childhood cancer research by working with local hospitals and running our own VIVA Research Lab, led by our Scientific Research Director. The lab gives scientists and doctors a philanthropic platform to collaborate and innovate— using state-of-the-art technology to find faster, more accessible cures.



Education

Empowering doctors, nurses and care-providers through training and knowledge sharing. Some initiatives include:

- The St. Jude-VIVA Forum in Paediatric Oncology
- VIVA Cell and Gene Therapy Symposium
- St. Jude-VIVA Survivorship Webinar Series

Survivorship

We support childhood cancer patients and survivors in getting back on their feet and contributing back to society as healthy and equipped individuals, through 5 areas :



Our St Jude-VIVA Survivorship webinar series aims to bring together international experts to educate healthcare professionals on the best practices and standards of care on childhood cancer survivorship.



Chairman's Message

Dear Friends of VIVA,

As we reflect on the past year, I am deeply humbled by how far we have come together as a community united by a shared commitment to children with cancer. Our collective efforts continue to drive innovation, advance care, and strengthen support systems across the paediatric oncology landscape.

Education remains a cornerstone of our impact. The St. Jude–VIVA Forum in Paediatric Oncology, now in its 19th year, continues to serve as a vital platform for knowledge exchange and collaboration. Held from 27 February to 2 March 2025, the Forum brought together 534 healthcare professionals from 23 countries. Through livestreaming, we further extended our reach to 1,368 registrants across 26 countries, delivering eight engaging programmes by global and regional experts. We also launched our inaugural St. Jude–VIVA Paediatric Neurosurgical Oncology Symposium, which attracted 44 attendees from 14 countries. These sustained efforts reflect our long-term commitment to equipping healthcare professionals in Asia and beyond with the knowledge, skills, and networks needed to save more children's lives.

Our Survivorship Programme for Healthcare Professionals—globally recognised as the first of its kind—continued to gain momentum. From 2022 to 2025, the webinar series attracted 17,336 registrants from 78 countries, underscoring the growing importance of survivorship care in paediatric oncology. In 2025, we successfully launched the fourth series, reinforcing the belief that survivorship care must be comprehensive, lifelong, and integrated into clinical pathways. Beyond education, we continued to expand holistic support for our beneficiaries and their families. Our school holiday programme kept childhood cancer survivors meaningfully engaged during the break, offering enriching activities that foster joy, learning, and connection.

A significant milestone this year was the establishment of the VIVA Research Laboratory—a state-of-the-art facility dedicated to advancing research and innovation. Headed by Prof Rupert Handgretinger and supported by our very enthusiastic volunteer research scientist Dr Frederick Yeo and our first Sydney-Brenner research fellow Dr. Husvinee Sundaramurthi, the laboratory lays the foundation for what we envision will grow into a philanthropic hub for transformative discoveries that contribute to improved outcomes and global health solutions. This marks a bold step in our mission to care not only for children today, but also shape the future of paediatric oncology for generations to come.

Fundraising and community support continued to play an essential role in sustaining our mission. Our flagship annual fundraising concert, VIVA Fiesta: Cosmos '25, was held at the Singapore Botanic Gardens and drew over 3,000 attendees. With outstanding performances by Nathan Hartono, Catherine Hu, and talented student bands, the evening brought the community together through music, hope, and purpose—raising both awareness and vital funds for children with cancer. Raising more than \$600,000, we are grateful for all the loving support from our partners and donors for believing in our cause.

As we look ahead, 2026 will mark VIVA's 20th anniversary—a significant milestone that reflects two decades of compassion, collaboration, and commitment. There is much to look forward to, and I am confident that together, we will continue to pave the way for a brighter and healthier future for every child facing cancer.

I thank all our donors and partners for your continued generosity and trust, which enable us to bring our programmes to life, drive innovation, and create lasting impact for children and families. Every contribution, whether large or small, makes a meaningful difference in the lives of children with cancer, and we sincerely hope for your continued support.

Thank you for standing with VIVA and for being an integral part of our journey. Your belief in our mission fuels our determination, and your support transforms lives every single day.

Warm regards,

Jennifer Yeo

Founder & Chairman (Pro Bono)

VIVA Foundation for Children with Cancer



1. MEDICAL CARE

VIVA-NUS Childhood Cancer Programme



Medical Care at VUC³ in 2025

563 Inpatient Visits

7369 Outpatient Visits

14 CAR-T Cell Therapy

13 Blood & Marrow Transplant

VIVA-UNIVERSITY CHILDREN CANCER'S CENTRE (VUC³)

Through the generous support of donors, VIVA established the VIVA-University Children's Cancer Centre (VUC³) to improve treatment for complex cancers and leukaemia in children. Our contributions made this vision a reality, driving ongoing efforts at National University Hospital (NUH). For more information, see the community partnerships section on page 48.

The VUC³ stands as VIVA's inaugural hub of excellence in paediatric cancer care. Nestled within the NUH, it offers a comprehensive range of treatments, including advanced cellular therapies and the right setting of care with a 16-bed Day Therapy Centre dedicated to chemotherapy.

In 2025, the VUC³ remained steadfast in its commitment to providing exceptional medical care to children battling cancer, serving 83 patients throughout the year. The centre witnessed 563 inpatient visits and 7369 outpatient visits in 2025.

Between 2018 and 2025, VUC³ administered 95 CAR-T products to 60 children. These include children who needed 2 products (CAR T CD19 and CD22) or repeated infusions. Among these 60 children, ten received funding from the VIVA-Goh HJ fund between February 2021 and December 2025.



2. RESEARCH

VIVA Research Lab

On February 28th, 2025, VIVA celebrated the launch of the VIVA Research Lab at VIVA Hub in Singapore – marking a major milestone in our mission to find cures for childhood cancer.

Led by Professor Rupert Handgretinger – a distinguished expert in paediatric oncology and VIVA's Director of Scientific Research – the VIVA Research Lab brings together doctors and scientists to work on new treatments and cures for childhood cancer. Through partnerships with local hospitals, the lab serves as a philanthropic platform for collaboration, enabling world-class researchers to drive impactful discoveries using state-of-the-art technology.

The lab is equipped with the MACSima™ platform – a cutting-edge tool that accelerates research timelines and unlocks new insights in spatial biology, paving the way for groundbreaking discoveries in childhood cancer.

Complementing this capability are advanced research instruments such as the Seahorse XF Pro Analyzer and the xCELLigence Real-Time Cell Analysis System. The Seahorse XF Pro Analyzer reveals how cells generate and use energy while the xCELLigence RTCA reveals how cells behave and respond functionally.

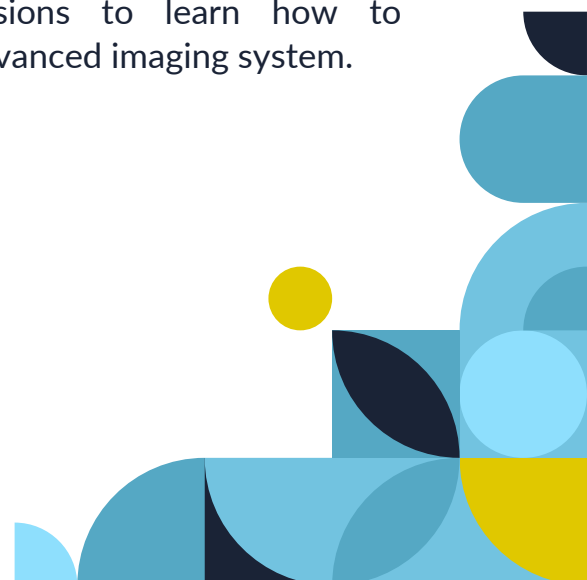
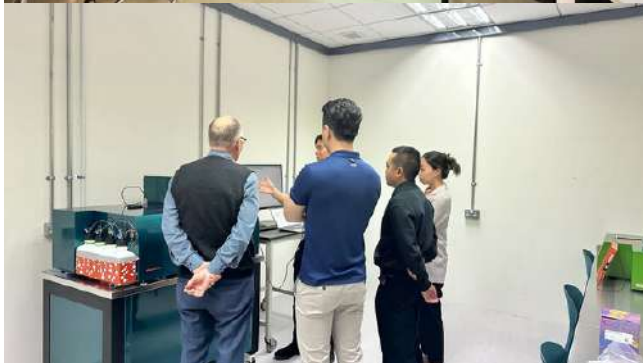
This combination allows VIVA to correlate metabolic changes with functional outcomes, strengthening drug discovery, translational research, biomarker development, and mechanism-of-action studies. The integrated approach can help in identifying the most promising treatments or therapies for further development.



First day of MACSima™ platform training at VIVA Hub



On 10 March 2025, training was held on the use of the MACSima™ platform. Doctors/scientists were guided through hands-on sessions to learn how to operate the advanced imaging system.





VIVA-NUH Centre of Translational Research in Acute Leukemia (CenTRAL)



VIVA-NUS Centre for Translational Research in Acute Leukaemia (CenTRAL) was made possible through the generous contribution of donors and partners brought together by VIVA. For more information, see the community partnerships section on page 48.

Established in 2014, CenTRAL emerged through a collaborative effort between VIVA and the National University of Singapore (NUS). CenTRAL's primary aim centred on enhancing the cure rates and quality of life for individuals grappling with leukaemia and hematologic cancers in Singapore and across Asia. This was to be achieved through precise leukaemia classification, prediction and determination of treatment response.





3. EDUCATION

We strive to empower medical professionals such as doctors, nurses and care-providers with to-date treatments and research through training and knowledge sharing.

Key events under VIVA Education include the annual St. Jude-VIVA Forum in Paediatric Oncology, St. Jude-VIVA Survivorship Webinar Series, VIVA-Asia Rare Tumor Board webinar and the VIVA-Asia Blood and Marrow Transplant School.



In 2025,

**We provided free medical education to
5,074 participants from 77 countries
across 39 sessions.**

Doctors, nurses, and researchers across the world updating their knowledge to save more children.



EDUCATING OUR CLINICIANS



19th St. Jude-VIVA Forum in Paediatric Oncology

The 19th St. Jude-VIVA Forum took place from 27th February to 2nd of March 2025, bringing together a total of 32 faculty members and over 534 healthcare professionals from 23 countries.

We successfully livestreamed the conference to a global audience and we reached out to more than 1368 registrants from 26 countries. The event featured a total of 8 engaging programmes, including the St. Jude-VIVA Paediatric Pathology Symposium Day 1 and 2, VIVA-Asia Blood and Marrow Transplant Spring School, VIVA-Asia Nursing Symposium, VIVA-Asia Learning Exchange, St. Jude-VIVA Paediatric Neurosurgical Oncology Symposium Day 1 and 2, World Speakers Series Day 1, World Speakers Series Day 2 and the VIVA Family Educational Day.

The event was live streamed to leverage on the following we have garnered when we shifted online due to the pandemic. This year, the 19th St Jude-VIVA Forum 2025 took place in a hybrid format (Singapore and online). Your unwavering support made it possible for us to attract 534 attendees from 23 countries who participated in 8 programs in-person. Additionally, we had 709 virtual attendees from 23 countries participating in 6 programs. Additionally, we were able to award 27 Travelling Fellowships from 12 different countries. VIVA hopes that the opportunity to learn is accessible to all, enabling the continuing education of paediatric oncology professionals in low to middle income countries.

The overall feedback was highly positive, with participants finding the forum both relevant and enriching.

- 87% of respondents agreed that the forum topic and content were relevant to their field of work.
- 100% reported an improved overall understanding of the topic.
- 100% found the programme to be a strong educational experience.

STORY OF HOPE

My name is Yaulia, and I am a paediatrician in Indonesia with an interest in paediatric haematology and oncology. Currently, I am working in the Dharmais National Cancer Centre Hospital of Indonesia in Jakarta. As the name implies, our hospital specifically handles cases of adult and paediatric cancer. In the pediatric field, We also collaborate with all hospitals that handle pediatric cancer and all cancer network hospitals in Indonesia. Currently, some colleagues from Indonesia also present here.

I am very grateful and fortunate to attend this St. Jude VIVA Forum. During these days, this forum and discussion provided me with the opportunity to broaden my knowledge and understand the latest issues and concerns in paediatric cancer treatment. This forum has given me new perspectives and extremely important knowledge. I intend to share this information and expertise with my peers and coworkers through presentations, talks, and training sessions. I believe that by sharing this expertise, I can contribute positively to the healthcare community and help to improve the quality of paediatric cancer care.

I'd like to convey my heartfelt gratitude to VIVA and the sponsors that made this event possible. This event would not have happened without your active support. A Memorandum of Understanding (MoU) between VIVA Indonesia and the Ministry of Health of the Republic of Indonesia was signed in the middle of last year. It states that the two organisations will work together to improve the care of children with cancer by means of medical treatment, education, and translational research, beginning with Acute Lymphoblastic Leukaemia (ALL), which is the most prevalent type of cancer in children.

We hope this collaboration can proceed well and look forward to tangible results for our pediatric cancer patients. Indonesia is a large country with a population of 281 million people, with children making up 28.9% of that number. Every year, the WHO estimates 400,000 cases, and in 2020, GLOBOCAN projected 12,400 new cases of childhood cancer in Indonesia. Based on a survey of members of the pediatric hematology oncology working group, the Indonesian Pediatrician Association (2024) estimates the discovery of 4,000 new cases per year, with 50% of them successfully recorded and monitored, resulting in a low survival rate of around 24% three-year overall survival. With the vastness of the country and the large population, we in Indonesia face a significant problem of childhood cancer. There is still a lot of empty space that is our collective responsibility. Therefore, we need cooperation and collaboration from all parties, including medical professionals, sponsors, and donors, in helping these children. Because humanity is beyond age, country, and border. Thank you."



DR YAULIA
DHARMAIS NATIONAL CANCER
CENTRE HOSPITAL OF
INDONESIA, JAKARTA

STORY OF HOPE

"My name is Paolo, and I am a Pediatric Oncologist from the Philippine General Hospital in Manila, Philippines—our country's national referral hospital. Every year, our center sees at least 200 new cases of pediatric cancer from all over the country. First and foremost, I would like to extend my heartfelt gratitude to the VIVA Foundation for inviting us to be here. It has been an honor and a privilege to serve as a traveling fellow for the past three years. Each experience has been uniquely enriching, and I am deeply thankful to the VIVA Foundation for bringing together global experts and giving us the opportunity to learn from them.

In the Philippines, we continue to strive to provide the best possible care for our children, despite facing significant challenges and resource constraints. Forums like this allow us to not only learn from experts around the world but also share our own experiences and insights. It is truly inspiring to be in the company of people who share the same passion and dedication. This exchange of knowledge motivates us to grow not only as doctors but also as better individuals committed to making a difference.

While there are still many obstacles ahead, we take comfort in knowing that we are not alone in this journey. We stand united with all of you in our shared mission to improve the lives of children battling cancer.

Once again, thank you to the VIVA Foundation and St. Jude for this incredible opportunity."



DR PAOLO
PHILIPPINE GENERAL HOSPITAL IN MANILA,
PHILIPPINES

"Good evening,

I am Dr Sreyashi Biswas, Fellow of Pediatric Hematology and Oncology at Bai Jerbai Wadia Hospital for Children, Mumbai. I would like to express my heartfelt gratitude to the organisers, faculty and the sponsors who have enabled my presence here tonight.

Experience, skill and opportunity are the basic tenets of academic prowess, and it is due to the benevolence of the VIVA foundation that I have been a beneficiary of the latter two. Thank you for providing me the chance to learn from some of the finest minds in the fascinating and ever evolving field of pediatric oncology. The ideas and knowledge shared have allowed me to further enhance my skills, and positively impact the manner in which I shall henceforth approach every patient of mine. The next time a patient and their parents smile with a sense of relief in my ward, I will always remember the contribution made by St Jude Viva Forum.

Thank you and Namaste."



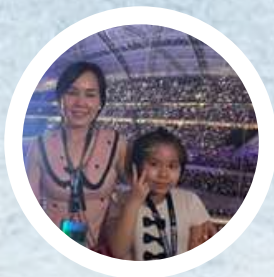
DR SREYASHI BISWAS
BAI JERBAI WADIA HOSPITAL FOR CHILDREN,
MUMBAI

STORY OF HOPE



I had medulloblastoma when I was 15 years old. For me, the hardest part about being sick was not being able to go out with friends and enjoy things like playing or walking in the mall. I am most happy when participating in events with people that had gone through cancer like me. So far, my favourite programme with VIVA was the Sidecar – Ride for Hope event. It was a unique experience as I've never done it before in my life. I would like to say thank you to VIVA for planning all the events and making it happen!

XIN TONG / VIVA BENEFICIARY



Thank you to the VIVA Foundation and Sports Hub for sponsoring my ticket to the Lady Gaga concert! I have always loved Lady Gaga's music, and I was so excited when I was told I would have the chance to attend her concert in Singapore. Thank you to everyone who helped make this possible—from the nurses at NUH to the staff at the VIVA Foundation and Sports Hub.

VIENNA GOH / VIVA BENEFICIARY



I want to also express my gratitude to VIVA Foundation for Children with Cancer. VIVA foundation has provided me, a cancer survivor, multiple opportunities to empower children and their caregivers through volunteering and being a mouthpiece for them. By supporting VIVA, you are in turn supporting all of the people hard at work behind the scenes, and most importantly supporting the children. My sincere thanks to the Foundation for all their work and tireless efforts in helping children with cancer, including me, to live healthier, happier lives.

LUCAS / VIVA BENEFICIARY



VIVA-Asia Rare Tumour Board

CNS Tumors of the AYA Age Group

7 January 2025

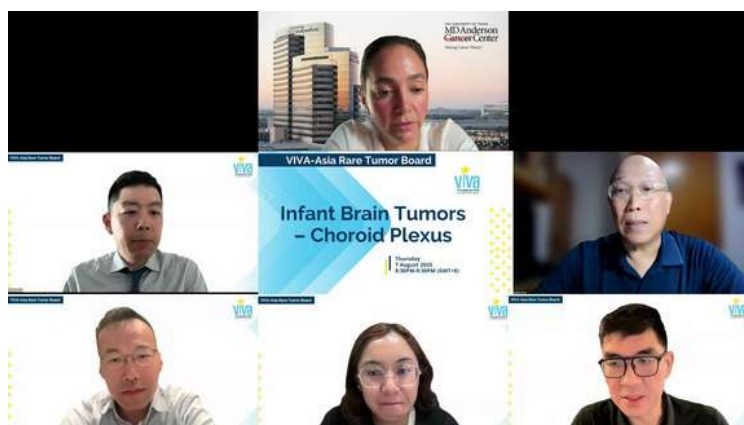


On 7 January 2025, VIVA hosted the 15th session of the VIVA-Asia Rare Tumour Board from 8:30 PM – 9:30 PM on the topic "CNS Tumors of the AYA Age Group." The session featured Dr Julie Bennet (Hospital for Sick Children), Dr Eric Lam (Queen Mary Hospital), Dr Mary Jane Lim-Fat (University of Toronto), Dr Aya El Halali (University of Hong Kong), and Dr Joyce Chow (Queen Elizabeth Hospital), with Prof Godfrey Chan and Dr Anthony Liu as Chair and Moderator.

The session attracted 591 registrants from 44 countries, making it our largest registration number to date, reflecting a growing interest in rare tumours.

Infant Brain Tumors – Choroid Plexus

7 August 2025



On 7 August 2025, the VIVA-Asia Rare Tumor Board: Infant Brain Tumors – Choroid Plexus, brought together 349 attendees from around the world, reflecting the growing global commitment to improving care for children with rare brain tumours.

The session featured Dr Kathleen Stephanie Wahing (Philippine General Hospital, Philippines), who presented the case; Dr Kenneth Chang (KK Women's and Children's Hospital, Singapore), who provided pathology insights; and Dr Diana Osorio (MD Anderson Cancer Center, USA), who shared an expert lecture on molecularly risk-stratified treatment strategies. Moderated by Prof Godfrey Chan (The University of Hong Kong) and Dr Anthony Liu (Hong Kong Children's Hospital), the discussion underscored how international collaboration and multidisciplinary expertise can shape better standards of care, inspire clinical practice, and drive research forward for these complex and challenging paediatric tumours.

Pediatric Lung Carcinoma

13 May 2025



VIVA organised the VIVA-Asia Rare Tumour Board titled “Pediatric Lung Carcinoma” on Tuesday, 13th May 2025, from 8.30 pm to 9.30 pm. The webinar featured Dr Brecht Ines and Dr Abele Michael from the University Children’s Hospital Tuebingen, Germany; Dr Jiang Xuan Zhu and Dr Tong Sun Wing from the University of Hong Kong–Shenzhen Hospital, China; and Dr Lu Evelyn from the Hong Kong Children’s Hospital, Hong Kong SAR. The session was chaired and moderated by Prof Chan Godfrey. there were 310 participants who attended the webinar.

CIC-DUX4 Sarcoma

29 October 2025



On 29 October 2025, the VIVA-Asia Rare Tumor Board: Infant Brain Tumors – CIC-DUX4 Sarcoma, brought together 352 attendees from around the world, reflecting the growing global commitment to improving care for children with rare brain tumours.

The session featured Dr Christy Mak (Hong Kong Children’s Hospital, Hong Kong SAR), Dr Cheuk Wah (Queen Elizabeth Hospital, Hong Kong SAR), Dr Albert Lam Ying-Lee (Hong Kong Sanatorium & Hospital, Hong Kong SAR) and Dr Daniel Orbach (Institut Curie, France). Moderated by Prof Godfrey Chan (The University of Hong Kong) and Dr Anthony Liu (Hong Kong Children’s Hospital), the discussion underscored how international collaboration and multidisciplinary expertise can shape better standards of care, inspire clinical practice, and drive research forward for these complex and challenging paediatric tumours.

VIVA-Asia Blood and Marrow Transplant

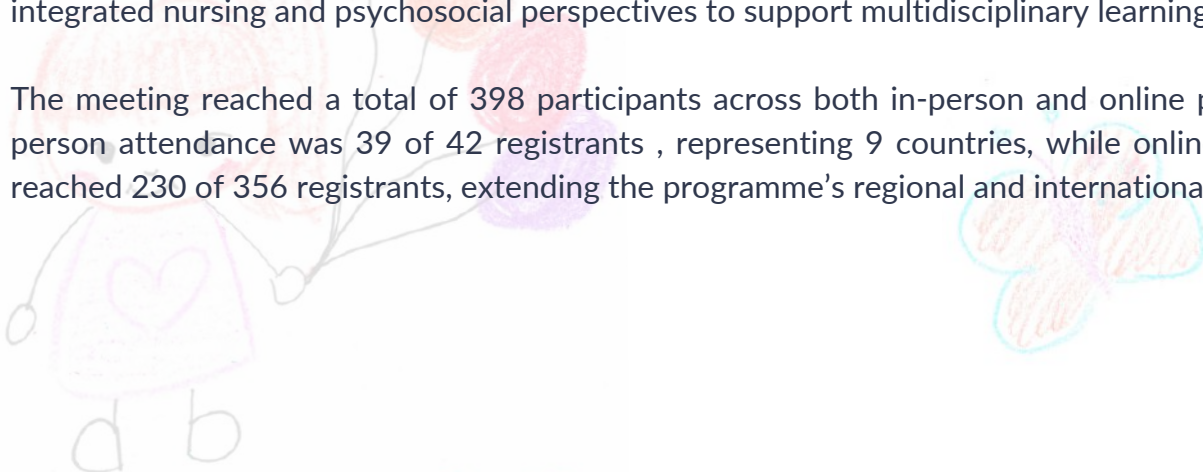
9 November 2025



VIVA-Asia Blood and Marrow Transplant Autumn School 2025

The VABMT Autumn School was conducted as a hybrid meeting, held in Hong Kong and online, offering a case-based educational programme focused on key challenges in paediatric and adolescent haematopoietic stem cell transplantation (HSCT). Topics included donor selection, graft failure, relapse, CAR-T-related complications, chronic GVHD, and late effects, with integrated nursing and psychosocial perspectives to support multidisciplinary learning.

The meeting reached a total of 398 participants across both in-person and online platforms. In-person attendance was 39 of 42 registrants, representing 9 countries, while online attendance reached 230 of 356 registrants, extending the programme's regional and international reach.



VIVA Cell and Gene Therapy

3rd VIVA Cell and Gene Therapy Symposium 2025

21 June 2025



Held on 21 June 2025 at the VIVA Hub in Singapore and streamed virtually, the 3rd VIVA Cell and Gene Therapy Symposium (VCGTS) 2025 brought together a global audience to explore the latest frontiers in cell and gene therapy.

This year's symposium featured expert faculty from five countries, including Singapore, Hong Kong SAR, Germany, and the United States. With sessions ranging from CAR T-cell manufacturing to clinical translation and regulatory readiness, participants gained practical insights into accelerating therapeutic innovation across diverse healthcare settings.

The event drew strong local and international interest, with 40 in-person attendees out of 74 registrants, and 201 virtual attendees out of 294 registrants, representing 36 countries across Asia, Europe, America, and the Middle East.

We are especially grateful to our distinguished speakers, including Dr Sophelia Chan, Dr Michaela Seng, Dr Olaf Röttschke, Dr Rimas Orentas, and moderator Prof Rupert Handgretinger, for their sharing.

A heartfelt thank you to our partners, volunteers, and participants for making this symposium a success. Together, we're building a stronger foundation for the future of cell and gene therapy—bringing hope to children with cancer.

VIVA Cell and Gene Therapy Webinar #2

10 January 2025



On 10 January 2025, VIVA hosted the 2nd session of the VIVA Cell and Gene Therapy Webinar from 8:00 PM – 9:00 PM on the topic "Gene Addition Therapy and Gene Editing in Sickle Cell Disease and Thalassemia." The session featured Prof Franco Locatelli (Catholic University of the Sacred Heart, Italy) and Dr Michaela Seng (KK Women's and Children's Hospital, Singapore) and attracted 400 registrants from 30 countries.

Essential of CAR T Manufacturing and Quality Assurance Workshop

14 to 16 October 2025



With the support of Miltenyi Biotec, we organised the Essentials of CAR-T Manufacturing and Quality Assurance Workshop from 14 to 16 October 2025 at VIVA Hub. The workshop equipped healthcare and research professionals with essential knowledge and practical skills in CAR-T cell manufacturing and quality control, strengthening expertise in advanced cell-based therapies.

Educating Our Nurses and Pharmacists

VIVA Nursing Educational Webinar (Session 1): “The Nursing Role in Caring for Children Undergoing Cellular Therapies in Hong Kong”

17 May 2025

Speakers: Ms Kong Wing Sze (Hong Kong Children’s Hospital, HK) &
Ms Laura Tan (National University Hospital, SG)



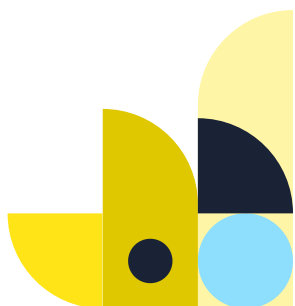
The first session of the VIVA Nursing Educational Webinar series drew strong regional interest, with over 200 attendees from 19 countries. Nurses and healthcare professionals gained practical insights into the care journey of children undergoing stem cell and CAR T-cell therapies, highlighting the critical role of nurses in counselling, coordination, and follow-up. The session marked a strong start to VIVA’s ongoing commitment to advancing paediatric oncology nursing across Asia.

VIVA Nursing Educational Webinar Series (Session 2): “Healthy Mouth, Happy Smiles”

12 July 2025

Speakers: Dr Sim Chien Joo & Ms Laura Tan (National University Hospital, SG)

The second session of the VIVA Nursing Educational Webinar Series spotlighted the importance of oral and dental care in paediatric oncology. With 564 registrants from 23 countries and 260 attending live, the session reaffirmed the strong regional demand for practical, nurse-led education in survivorship care. Attendees learned about preventive strategies, acute care considerations, and interprofessional collaboration to support the long-term well-being of childhood cancer survivors.



Real-World Handling of Immunotherapies: Nurse & Pharmacist Edition

13 August 2025

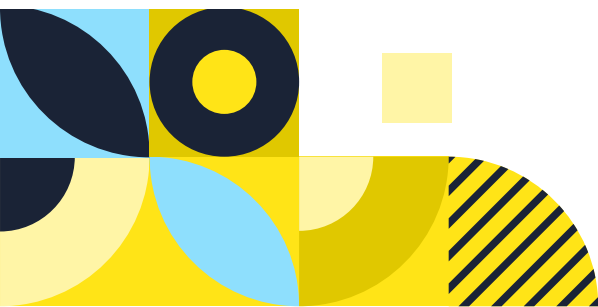
Speakers: Mr. Jim Siderov AM & Ms. Vanessa Donati (Austin Health, AU)



The webinar attracted 293 attendees from across the region, underscoring the critical importance of multidisciplinary collaboration in the safe and effective delivery of immunotherapies.

The session featured Mr Jim Siderov AM (Austin Health, Australia), who highlighted the pharmacist's role in dose calculation, preparation, and care transitions through a real-world case study, and Ms Vanessa Donati (Austin Health, Australia), who presented the nurse's perspective on recognising and managing immunotherapy-related adverse events such as CRS and ICANS, alongside best practices for safe administration and continuity of care.

Together, the faculty shared practical strategies that empower frontline professionals to improve patient safety, strengthen care processes, and enhance outcomes for those receiving advanced therapies. This webinar was proudly sponsored by Amgen and ALL Academy.



VIVA Nursing Educational Webinar Series : "Presenting on St. Jude Global Nursing Collaboration"

19 September 2025

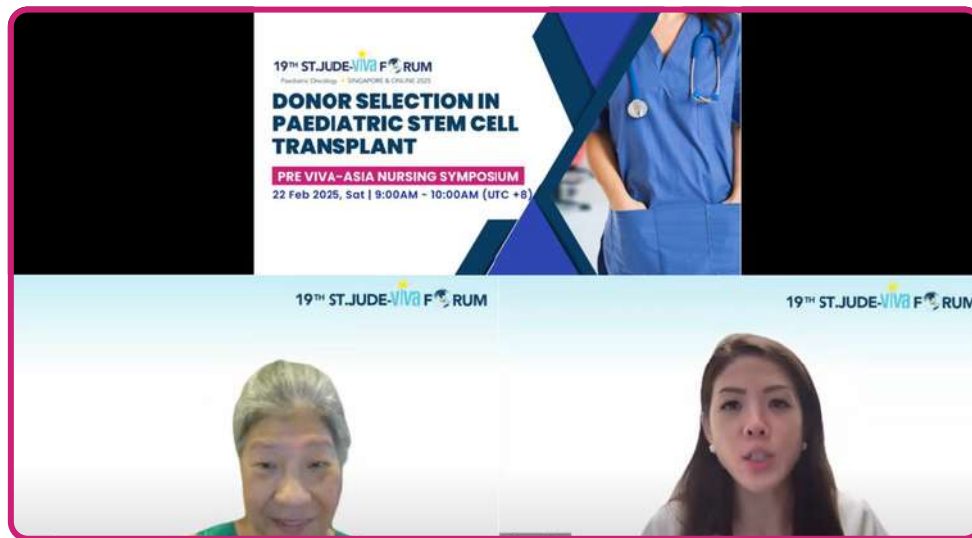
Speaker: Dr Monnie Abraham

Nurses play a central role in achieving the WHO Global Initiative for Childhood Cancer (GICC) target of 60% survival by 2030. However, challenges in resource-limited settings can affect the delivery of quality care. The St. Jude Global Nursing ICON project is a country-specific initiative that examines pediatric oncology-hematology nursing systems to identify barriers and enhance sustainable, high-quality care. This webinar highlighted ICON's implementation and outlined how other hospitals can participate.



Donor Selection in Paediatric Stem Cell Transplant

22 February 2025



On 22 February 2025, VIVA hosted the 2nd session of the Pre VIVA-Asia Nursing Symposium Webinar from 9:00 AM – 10:00 AM on the topic "Donor Selection in Paediatric Stem Cell Transplant." The session featured Dr Frances Yeap (National University Hospital, Singapore) and Ms Laura Tan (National University Hospital, Singapore) and attracted 871 registrants from 34 countries.

St. Jude-VIVA Survivorship Series 4

St. Jude-VIVA Survivorship Series 4 #1 (Microbiome)

31 October 2025

Speakers: Prof Ting Fan Leung, Dr Sunny Wong, Ms Winsy Leung



The webinar on Microbiome and its Impact on Childhood Cancer Survivorship attracted 355 attendees from across the region.

The session featured Prof Ting Fan Leung (The Chinese University of Hong Kong, Hong Kong SAR), who highlighted microbiomes and non-communicable diseases in children, Dr Sunny Wong (Nanyang Technological University, Singapore), who shared about nutritional modulation of microbiome in cancer development, progression and response to therapy and Ms Winsy Leung (The Chinese University of Hong Kong, Hong Kong SAR), who presented about how dietary diversity influences health from the inside out.

Together, the faculty explore how the microbiome influences long-term health outcomes for childhood cancer survivors, providing the latest research and practical insights.

St. Jude-VIVA Survivorship Series 4 #2 (Rehabilitation & Exercise Interventions To Support Lifelong Function In Survivors Of Childhood Cancers)

21 November 2025

Speaker: Mr Scott Capozza, Mr Martin Fridh, Ms Lindsey Jean Ross Ong



The webinar attracted 343 attendees from across the region, underscoring the microbiome rehabilitation and exercise interventions to support the lifelong function in survivors of childhood cancers.

The session featured Mr Scott Capozza (Smilow Cancer Hospital, USA), who highlighted the challenges of pediatric oncology and physical late effects associated with cancer treatments in childhood cancer, Mr Martin Fridh (University of Copenhagen, Denmark), who covered on the importance of exercise in pediatric oncology and Ms Lindsey Jean Ross Ong (KK Women's and Children's Hospital, Singapore), who presented a case study.

Together, the faculty shared how doing rehabilitation & exercise influences long-term health outcomes for childhood cancer survivors, providing the latest research and practical insights.

VIVA Psycho-Oncology Programme

How to Communicate Difficult News to Siblings and Manage the Resulting Life Changes

16 April 2025



The inaugural session of the VIVA Psycho-Oncology Programme Webinar Series took place on 16 April 2025, titled "How to Communicate Difficult News to Siblings and Manage the Resulting Life Changes." The session featured Dr Kang Zhi Lin from HCA Hospice Care as the speaker and was moderated by Dr Ann Toh from HCA Hospice Care.

Drawing 590 registrants and 293 live attendees, the webinar highlighted the importance of sibling support in paediatric oncology and offered practical communication strategies for healthcare professionals and caregivers. This marked a strong start to the programme, setting the stage for future discussions on psychosocial care in childhood cancer.

The Cognitive and Psychological Burden in Young Cancer Patients/Survivors

22 September 2025

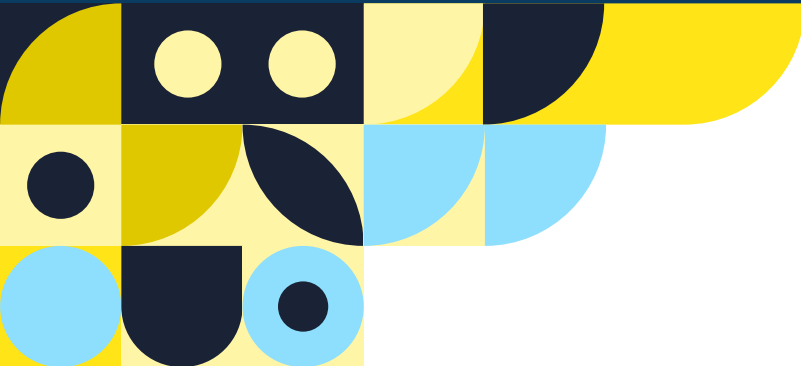


The VIVA Psycho-Oncology Programme Webinar: The Cognitive and Psychological Burden in Young Cancer Patients/Survivors welcomed 425 attendees, reflecting the growing recognition of psychosocial care as an essential component of survivorship.

A/Prof Yin Ting Cheung (The Chinese University of Hong Kong, Hong Kong SAR) addressed cognitive and psychological late effects in childhood cancer survivors, with emphasis on how treatment exposures, lifestyle, and environmental factors shape outcomes in Asia, while also highlighting opportunities and barriers to advancing research in the region. A/Prof Ursula Sansom-Daly (University of New South Wales, Australia) spoke on resilience and psychosocial recovery, offering practical strategies to support adolescents and young adults as they reintegrate into everyday life after cancer.

The session was moderated by Ms Frances Yeo (Frances Yeo Psychology Practice, Singapore). Together, the discussions underscored the importance of integrating psychosocial support as a vital part of comprehensive survivorship care, helping young survivors and their families navigate both the cognitive and emotional challenges of life after cancer.

VIVA EDUCATIONAL WEBINARS



VIVA Educational Webinars #1: The truth about Diets

25 April 2025



Held on 25 April 2025, “The truth about diets” webinar featured renowned Cambridge scientist Dr Giles Yeo, moderated by Dr Emily Tonorezos from the U.S. National Cancer Institute.

With 512 registrants and 244 attendees from 29 countries, the session had a strong impact in equipping clinicians and supporting professionals with evidence-based perspectives on nutrition, helping to debunk pseudoscientific trends and improve patient communication in clinical settings.

VIVA Educational Webinars #2: Why calories don't count

9 May 2025



Held on 9 May 2025, The why calories don't count webinar featured renowned Cambridge scientist Dr Giles Yeo, moderated by Dr Stephanie Dixon of St. Jude Children's Research Hospital, USA. The session drew 819 registrants and 380 attendees across 35 countries. Dr Yeo challenged the long-held assumption that a calorie is simply a calorie, regardless of its source. In reality, the body expends varying levels of effort to extract calories from different foods — meaning that not all calories are metabolically equal. His central message reframed how we think about nutrition: we eat food, not calories, and our focus should be on the nutritional quality of what we consume rather than caloric quantity alone.



VIVA-Goh Foundation Professorship in Paediatric Oncology

The funds raised by VIVA to establish the VIVA Paediatric Oncology Fund aim to achieve excellence in childhood cancer treatment through translational and clinical research, training and education for medical professionals, and establishing a professorship in paediatric oncology. For more information, see the community partnerships section on page 48.

The VIVA-Goh Professorship provides academic leadership in teaching and research, focusing on cell-based therapy, childhood leukaemia, post-care for cancer survivors, and sarcomas.

In 2012, Professor Allen Yeoh was appointed as the VIVA-Goh Foundation Associate Professor in Paediatric Oncology at the National University of Singapore (NUS). This role aims to advance paediatric cancer care in Singapore and across Asia, enabling Prof Yeoh to further the treatment of childhood leukaemia both locally and internationally.

- In 2025, Prof Yeoh authored and co-authored eight publications.
- As of 31 Dec 2025, 84 patients (59 children, 25 adults) have undergone CAR-T therapy under the CAR-T Programme, supported by donors including VIVA and grant fundings.
- During the period from January to December 2025, the VIVA-University Children's Cancer Centre (VUC³) at the National University Hospital provided care for 41 new SOC attendances, supported 762 repeat SOC attendances, and facilitated 28 inpatient discharges across both private and subsidised services.

Prof Yeoh's contributions have not only pushed the boundaries of paediatric oncology research but have also transformed patient outcomes and influenced global treatment strategies.

Source: Provided by NUS to VIVA Foundation for the Year 2025



Professor Allen Yeoh Eng Juh

Re-appointed from
1 November 2023 to
31 October 2026

Prof Allen Yeoh was promoted to full Professor in July 2023. He also assumed a new position in the Dean Office, where he will evaluate Promotion & Tenure applications for Assistant Professor to Associate Professor in the Department of Paediatrics for two years, starting from Jan 2024.

Re-appointment of Professor Dario Campana as the Mrs Lee Kong Chian Chair in Advanced Cellular Therapy

We are pleased to share that the National University Health System (NUHS) has re-appointed Professor Dario Campana as the Mrs Lee Kong Chian Chair in Advanced Cellular Therapy on 10 January 2025. This esteemed appointment is effective retrospectively from 1 July 2024 and will continue through to 30 June 2027.

VIVA began the Mrs Lee Kong Chian Chair in Advanced Cellular Therapy with the support of the Lee Foundation, which supports renowned experts Dario Campana and his team at the National University of Singapore to conduct research on cell-based therapy and clinical trials for breakthroughs in cancer treatment.



VIVA-KKH Paediatric Brain and Solid Tumour Programme

VIVA raised funds and donated to KK Women's and Children's Hospital (KKH) in establishing the VIVA-KKH paediatric and solid tumour (PBST) programme. This programme aims at advancing the treatment and cures for children with brain-solid tumours in Singapore and the Asia Pacific. For more information see the community partnerships section on page 48.

Established in 2015, the VIVA-KKH Paediatric Brain and Solid Tumour Programme represents a collaborative effort between VIVA, KK Women's and Children's Hospital, and St. Jude Children's Research Hospital. This programme aims to advance the understanding and treatment of childhood brain and solid tumours through a multifaceted approach encompassing clinical care, translational research, and education. By leveraging the collective expertise and resources of partner institutions, the program seeks to drive meaningful progress in this critical area of paediatric oncology.

Over 2024-2025, the Programme hosted a series of multidisciplinary strategic review meetings to examine the current local state of neuroblastoma management. This concluded with a summary of key and emerging specialty-specific issues. A retreat was held in January 2026 to discuss future plans, with eventual goal to chart future directions for management of neuroblastoma in Singapore.

In 2025, the Programme supported a new study to evaluate the use of F-18 metafluorobenzylguanidine (mFBG) PET/CT scans for paediatric neuroblastoma patients. With new knowledge acquired by the local nuclear medicine team led by Dr Kelvin Loke, testing of the mFBG production workflow is due to commence and if successful, recruitment and scanning of patients will be planned to commence in 2026.

By the end of 2025, the Programme has contributed significantly to research, yielding 164 publications in peer-reviewed journals and delivering 204 presentations. Principal Investigators (PIs) supported by the Program have secured 33 competitive grants.



Medical Care and Achievements

164	Publications
204	Presentations



Dr Sharon Low, a steering committee member of the Programme, and Dr Anthony Liu (SickKids, Canada) collaborated on a research project involving cerebrospinal fluid cell free DNA (cfDNA) in central nervous system germ cell tumours, with contributions of archival and prospective clinical samples for this study.

Ongoing research projects led by Dr Amos Loh and Dr Sharon Low with various NUS collaborators are exploring the use of organoid models of rhabdomyosarcoma, neuroblastoma and diffuse intrinsic pontine glioma (DIPG) for functional studies and drug testing.

During a professorial visit to KKH in December 2025, Prof Jeffrey Dome, Senior Vice President of the Cancer and Blood Disorders Centre at Children's National Hospital, USA went on site visits, gave lectures and provided valuable insights for the Programme's solid tumour research.

Through a collaboration with Dr Kelvin Loke (SGH) and the Nuclear Medicine Society (Singapore), the Programme supported a talk in January 2025 by Prof Lise Borgwardt, aimed at educating nuclear medicine physicians on techniques, comparisons and future directions of using mFBG scans for children with neuroblastoma. The talk garnered over 30 in-person attendees and was also streamed online to reach a wider audience.

The VIVA-KKH PBST, leveraging its past track record in regional paediatric surgical oncology fellowship training, collaborated with St Jude Global and other international partner sites to establish an international training fellowship program (Adapted Program in Pediatric Oncology Surgery Education (APPOSE)). In 2025, APPOSE has been formally recognised by International Society of Paediatric Surgical Oncology (IPSO) through the formation of a global surgery subcommittee.

			Cumulative till	
			End 2024	End 2025
Capability indicators	Papers published in international journals	- JIF <5	104	120
		- JIF >5	40	44
	Presentations at conferences	- Local	53	63
		- International	111	141
Relevance indicators	Grants	- Cluster / institutional	18	20
		- National / international	13	13
	New products or processes	Clinical	4	4
		Laboratory	6	6
	Utilisation of new clinical services and laboratory-developed tests	- Clinical (attendances)	407	490
		➢ BTMDT		
		- Laboratory (cases)	See note*	See note*
		➢ Pan-sarcoma:	924	1,113
		➢ Archer FusionPlex Pan Solid Tumour Panel*		
		➢ Nanostring medullo	46	54
		➢ Nanostring Glioma	See note**	See note**
		➢ Childhood Cancer Panel	108	177
		- Wilms tumor loss of heterozygosity (LOH)	See note***	See note***

BTMDT: Brain Tumour Multi-Disciplinary Team clinic

*Archer® FusionPlex® Pan Solid Tumour Panel, which has a larger Pan solid tumour panel (129 genes), has replaced both the Sarcoma (26 genes) and Solid Tumour (56 genes) panels since November 2019

**Nanostring Glioma Panel was discontinued in February 2023

*** Study paused since February 2023

(Source: Neurosurgical Service, Department of Pathology and Laboratory Medicine and VIVA-KKH PBST Programme, KKH)

Source: Information on VIVA-KKH PBST Achievements provided by KKH to VIVA Foundation for the Year 2025





4. SURVIVORSTEP PROGRAMME



ACADEMIC & CAREER GROWTH

We supported children in maintaining academic progress through tuition in English, Maths, Science, and Chinese, and piano, guitar and violin lessons, and helped older survivors explore their potential through career coaching. These programmes empower children to continue learning, discover interests, and pursue future opportunities.



SLEEP

Through the Sleep Your Way To Stronger Health Talk by Prof Joshua Gooley on 13 December 2025, our beneficiaries learnt how better sleep can boost their wellness, performance, and quality of life.



FOOD

We supported our beneficiaries with thoughtful food donations, bringing comfort and practical assistance to children and families. Additionally, fresh produce from our indoor planting machines was harvested and shared with our beneficiaries, providing nutritious food and promoting wellbeing.

MOVEMENT AND WELLNESS

We encouraged children to embrace movement and holistic wellbeing through yoga sessions complemented by Traditional Chinese Medicine health talks. These activities strengthened their bodies, improved endurance, and promoted overall wellness, while giving children a sense of achievement and joy.



EMOTIONAL WELLNESS

We supported children and their families through professional counselling, parent and peer support circles, and survivorship education talks, helping them navigate the emotional and psychological challenges of childhood cancer. These programmes provided a safe space to share experiences, build resilience, and find hope during difficult times.





Play therapy sessions with Ms Marie Gould

November - December 2025



We have commenced play therapy sessions in collaboration with Ms Marie Gould from The Talking Lounge (Singapore). These sessions provide a safe and supportive space for children to express emotions, process their experiences, and develop coping skills through play, supporting their emotional and psychological well-being.

Thriving Through Exam Stress: A Growth Mindset Workshop for 10–12 Year Olds

23 August 2025



Led by Ms Frances Yeo (Frances Yeo Psychology Practice, Singapore), this first pilot workshop provided a safe and supportive space for children aged 10–12 to learn growth mindset strategies, build resilience, and gain confidence in managing exam stress.

With its small group format, the session offered personalised guidance and encouraged active participation, giving children practical tools to turn stress into strength.

VIVA Family Educational Day



Family Appreciation Day: Celebrating Resilience and Strength

VIVA and KKH CBCC hosted this annual event on 29 November 2025 to honour survivors and their families.

- Certificates & Crochet Bees: Children who completed treatment between 2023–2024 received recognition and handcrafted bees symbolising hope.
- Performances & Activities: Music, interactive fringe activities, and lunch fostered connections and joy.
- Award Ceremony: Celebrated each child's journey and marked the start of a hopeful new chapter.
- Community Participation: Survivors, families, healthcare professionals, and volunteers came together in a spirit of resilience and compassion.

Impact Highlights:

- Celebrated every child's journey beyond treatment, reinforcing courage and perseverance.
- Created meaningful connections among families, volunteers, and the wider community.
- Showcased thriving beyond cancer, reflecting VIVA's mission to nurture a supportive, compassionate community.



VIVA Family Educational Day

19 July 2025



We welcomed 34 participants to our VIVA Family Educational Day for a heartfelt session on emotional recovery and resilience after childhood cancer. Ms Kimberly Jee's insightful talk on navigating psychosocial challenges resonated deeply with our families, while our "Heart2Heart" bonding activity encouraged open sharing and genuine connection.

The session created a safe, supportive space — sparking strong interest in forming a peer support group and reaffirming the vital role of continued emotional care in survivorship.





Yakult Factory Tour



VIVA Family Educational Day



Career Talk



Neuroblastoma Support Group



Cooking class



Paediatric Massage Workshop



Fundraising Events



VIVA Gala Charity Dinner 2025

VIVA Gala Charity Dinner 2025 was organised as part of VIVA's 19th St. Jude-VIVA Forum, held on 1 March 2025 at Parkroyal Collection Marina Bay. The evening was brought to life by emcees Adithya and Keruby – himself a cancer survivor – whose warmth and energy set the tone for a night of celebration and inspiration. More than 100 guests gathered for the occasion, hearing moving speeches from Mrs Jennifer Yeo and Prof Pui, followed by reflections from three travelling fellows on their journeys in advancing childhood cancer treatment and research. The highlight of the evening was a series of performances by VIVA's young survivors: Harper performed 'Love Theme' on the keyboard, Keyun played an uplifting rendition of 'Ode to Joy' on the violin accompanied by Yong Jian and Yong Kang, and a touching video of Rachel practising 'Love Story' on the keyboard moved the audience deeply. A special presentation of plaques and certificates honoured donors for their steadfast support, before Ms Catherine Hu, a VIVA volunteer, closed the night with a stunning performance, giving way to a lively karaoke session that brought guests together in joyful celebration. Beyond the funds raised, the evening created a powerful platform for survivors to perform and grow in confidence, deepened ties between VIVA's beneficiaries, medical community, and supporters, and reaffirmed the shared commitment to improving the lives of children and families affected by cancer.

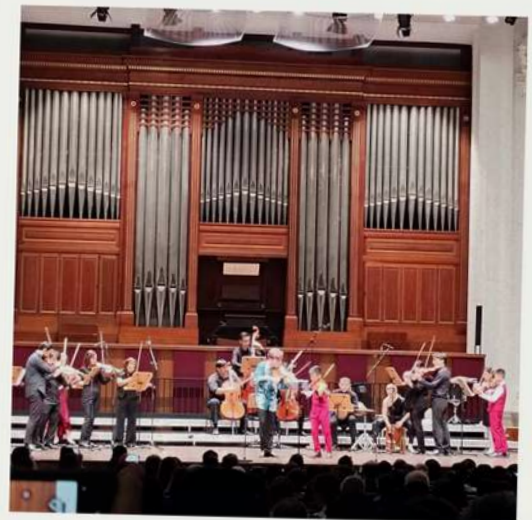


VIVA Fiesta: Cosmos '25

VIVA Fiesta: Cosmos '25 is VIVA's annual flagship fundraising concert, organised in partnership with St. Joseph's Institution. The event was held on 26 July 2025 at Shaw Foundation Symphony Stage, Singapore Botanic Gardens, and featured performances by Nathan Hartono, Catherine Hu, and student bands. Through this event, VIVA was able to raise awareness of childhood cancer among 3,450 members of the public, while generating vital funds to sustain its programmes supporting children and families through every stage of their cancer journey.

SG 60: Strings in Harmony Concert

VIVA was honoured to be invited to Strings of Harmony, a fundraising concert on 2 June 2025 organised by Wolfgang Violin Studio. The evening brought together students, families, and supporters for heartfelt performances and a shared spirit of community. VIVA is grateful to Wolfgang Violin Studio for their generosity in using music to make a difference for children and families affected by cancer. Through this event, VIVA was able to connecting with new audiences and supporters who share a commitment to improving the lives of children living with cancer, while raising funds to sustain VIVA's programmes.



An Afternoon with Niu Niu – A Chopin Music Sharing to Remember!

VIVA was honoured to host "An Afternoon with Niu Niu – A Chopin Music Sharing to Remember!" on 1 September 2025 at VIVA Hub, bringing together distinguished guests, supporters, and beneficiaries for an intimate afternoon of world-class music. World-renowned pianist Niu Niu filled VIVA Hub with his inspiring performance, creating an atmosphere of reflection and hope. Among those present were His Excellency Agustín García-López Loaeza, His Excellency Tadeusz Chomicki, Mr Paul Subramaniam, members of the Chopin Society committee, and VIVA's beneficiaries. The afternoon stood as a meaningful reminder of the power of music and community in championing the cause of children living with cancer. Through this event, VIVA was able to provide its beneficiaries with a rare and uplifting cultural experience, while engaging distinguished community leaders and supporters in its mission, raising both awareness and funds for children and families affected by cancer.



VIVA-Savills Bespoke Dialogue Session with Mr George Yeo

VIVA, in partnership with Savills, hosted a dialogue session with Mr George Yeo on 29 September 2025 at The Fullerton Hotel Singapore. The evening opened with a Welcome Drinks Reception, followed by a Fireside Chat moderated by Chris Marriott, and concluded with an interactive Q&A segment. VIVA is grateful to Savills and all attendees for their generous support in advancing the cause of children living with cancer. Through this event, VIVA was able to engage an influential audience in meaningful conversation around its mission, fostering deeper understanding and commitment to the cause of childhood cancer, while raising significant funds to advance its programmes and care for beneficiaries.



Starry Night Charity Dinner 2025

VIVA was honoured to serve as the charity partner for the Starry Night Charity Dinner 2025, co-organised by Brands For Good and Food Empire. The evening was made especially meaningful by the contributions of VIVA's own children and families — Keruby co-emceed the night with infectious enthusiasm, Lucas courageously shared his inspiring survivorship journey, and Harper delivered heart-warming keyboard performances that moved the audience deeply. VIVA volunteers Natalie, Nancy, Kayden, and Ari also contributed wonderful performances throughout the evening. Through this event, VIVA was able to amplify the voices and talents of its beneficiaries, bringing the realities and triumphs of childhood cancer to the hearts of a wider audience, while galvanising community support to sustain VIVA's programmes for children and families navigating the cancer journey.



CSR Initiative



The Emperor's New Clothes

VIVA Foundation, in partnership with PAG, hosted a special performance of The Emperor's New Clothes at Wild Rice @ Funan on 25 November 2025, as part of PAG's CSR initiative to provide meaningful cultural experiences for children and families. The event welcomed 100 participants and ran seamlessly, reflecting the strong coordination and shared commitment between both organisations. Through this event, VIVA was able to bring joy and enriching cultural experiences to its beneficiaries and their families, offering a moment of normalcy and celebration beyond the hospital setting, while deepening community partnerships that sustain VIVA's mission to support children living with cancer.

Fundraising Campaign

VIVA x PCC – Sunny 2.0 Launch

VIVA Foundation, in partnership with Parkway Cancer Centre, introduced Sunny 2.0 – our new exclusive mascot – on 5 April 2025 as a symbol of hope, strength, and positivity for cancer patients and survivors. This meaningful collaboration marked an exciting new chapter in our fundraising journey, with Sunny shining brightly to celebrate the courage of our young cancer warriors and the power of unity in supporting their battle against childhood cancer. Through this launch event, VIVA was able to deepen community partnerships and generate vital funds to sustain its mission of supporting children living with cancer.



Hi!
I'm Sunny!

About Sunny

Personality:

Optimistic with a “never say die” fighting spirit

Enemy: Cancer

Mission:

To inspire with hope, patience and courage



Raising Awareness for Childhood Cancer



Community Awareness Ride

45 participants, including survivors and supporters, joined Sidecars Singapore to spread awareness and show solidarity with those affected by cancer.



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2

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School Engagement

Our Founder and Chairman, Mrs Jennifer Yeo, was honoured to speak at the Tanjong Katong Girls' School (TKGS) Investiture Ceremony, where she shared her personal journey and VIVA's mission with newly installed student leaders. Our team followed up with an awareness engagement session at TKGS, introducing students to the realities of childhood cancer and inspiring many to come forward as volunteers.

VIVA also participated in the Raffles Girls' School (RGS) Community and Makers' Fair, where our outreach booth drew enthusiastic engagement from students through interactive games and conversations about our work and volunteer opportunities. Through these engagements, VIVA continues to inspire Singapore's youth to make a real difference in the lives of children and families we serve.



Professional Outreach

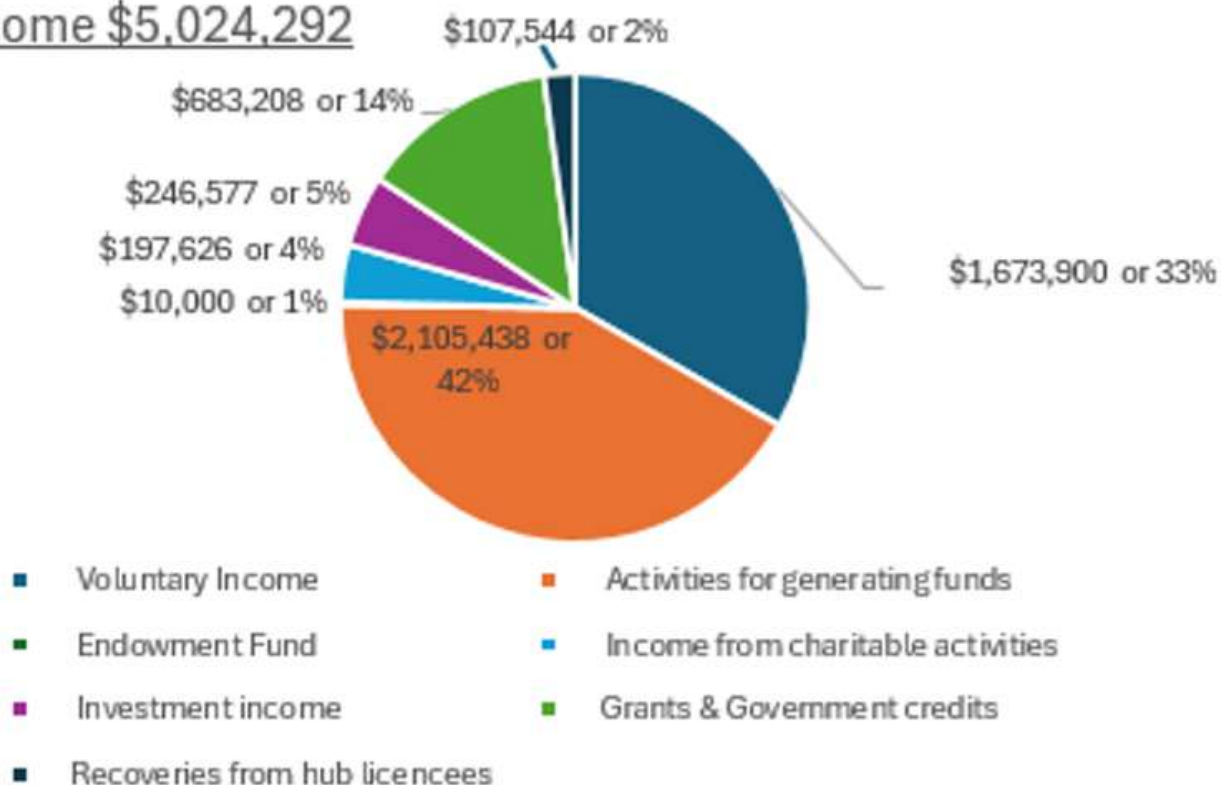
VIVA Foundation was honoured to be invited by the Singapore Chung Hwa Medical Institution to participate in the Singapore International Chinese Medicine Summit, held in conjunction with the 11th Annual Academic Conference of the WFCMS Specialty Committee on Cancer Palliative Treatment.

At the conference, VIVA set up an outreach booth to engage with healthcare professionals and attendees from across the sector, shining a spotlight on our survivorship initiatives and Traditional Chinese Medicine (TCM)-related programmes. The event offered a valuable platform to connect with like-minded professionals and raise awareness of our holistic approach to supporting children and families affected by cancer.

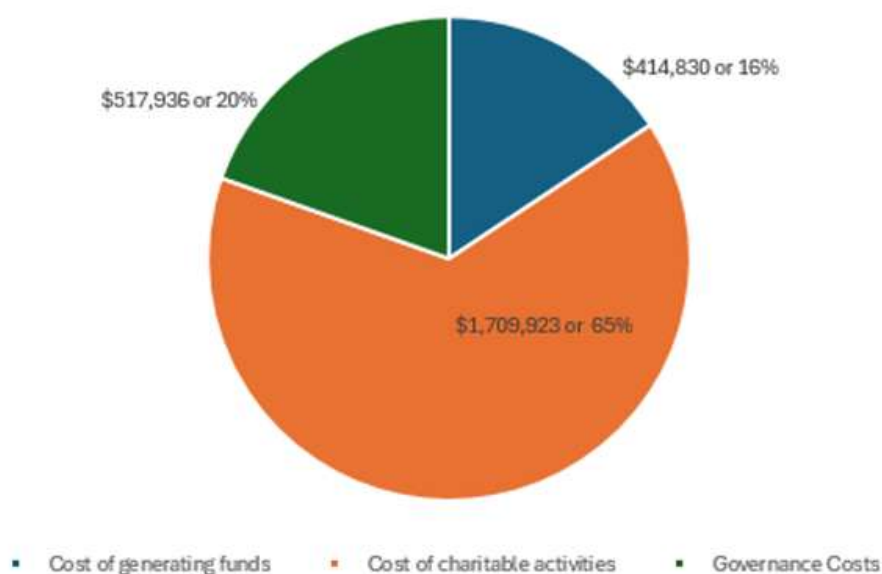
VIVA drove sustained public education and outreach efforts to raise awareness of childhood cancer and mobilise community support.

Income and Expenses 2025

2025 Income \$5,024,292



2025 Expenses \$2,642,689



Volunteer Engagement

Volunteers are at the heart of VIVA's community, and their dedication continues to be a source of strength and warmth for the children and families we serve. Nearly every month, our volunteers come together for Together@VIVA sessions – moments filled with connection, learning, and celebration of the meaningful work they help make possible. We are deeply grateful for their commitment and the positive impact they bring to the VIVA community.

On 21 November 2025, VIVA hosted its annual Christmas Celebration Dinner, bringing together 81 participants – including beneficiaries, survivors, families, volunteers, staff, and invited healthcare professionals – for an evening of festive cheer, gratitude, and togetherness. The programme featured two interactive games and a cosy buffet dinner complemented by Christmas-themed desserts. A heartfelt appreciation segment recognised the dedication of our volunteers, while children received festive gifts to mark the season. In a touching collective activity, guests painted handmade puzzle pieces that came together to form a heart – a beautiful symbol of shared care and gratitude. The evening concluded warmly, with volunteers presenting survivors with small gifts and handwritten cards, fostering meaningful connection and joy that extended well beyond the night itself.

Through these engagements, VIVA continues to nurture a volunteer community that is not only dedicated to its mission, but deeply connected to the families it serves – together building a network of care, compassion, and hope for children living with cancer.



VOLUNTEER SPOTLIGHT

I am Maggie Chung Monnier originally from Hong Kong. At VIVA, I serve as a program designer and art teacher. I create art programs that inspire children to discover joy, hope, and love through creativity. In my sessions, I guide them to express their emotions and dreams through watercolor, acrylic painting, and fun handicrafts. Each activity is designed to spark imagination and remind them that even the smallest creative moments can bring comfort, courage, and happiness.

As an artist, I always believe that art can speak when words can't — it can heal, connect, and bring light to difficult times. A few years ago, during a challenging time in my life, I returned to painting, and it helped me find peace and strength. That experience shaped my mission — to capture and magnify small moments that bring hope and joy, because even the smallest spark can make a big difference. Supporting VIVA through art allows me to live out that mission by sharing creativity and love with children who are bravely fighting cancer.

My first experience with VIVA was during the June 2025 holiday program, themed “Small Hands, Big Dreams.” I guided the children to imagine their dreams and paint self-portraits of themselves achieving them. They were so open and full of imagination — we connected instantly. Their paintings were bright, bold, and full of life. Seeing how each child's small brushstroke could express such strength and hope reminded me how small moments of creativity can make big changes in how we feel and see the world.

I've found a community filled with love, trust, and genuine care. The staff and volunteers are always ready to support one another — we share the same heart for giving and joy in seeing the children shine. It's a space where small acts of kindness truly ripple outward, touching everyone involved.

The most precious gift I've received is friendship — with the children and their families, the staff and the volunteers. One moment that stays with me is when a child was painting her dream as a crocheter, she described her feeling in the painting with her eyes sparking. She said : “I am happy. I am smiling.” That pure joy touched me deeply. It reminded me that while I came to give, I was also receiving something profound — joy, courage and inspiration.

Volunteering is a journey of shared growth. When we create, laugh, and dream together, we inspire each other in ways big and small. Each session with the children is a gentle reminder that small moments — a smile, a kind word, a shared dream — can magnify joy and bring real change to our hearts.



M A G G I E
V O L U N T E E R P R O G R A M D E S I G N E R
A N D A R T T E A C H E R

VOLUNTEER SPOTLIGHT

Hi! I'm Sin Hui, currently a Year 3 Biomedical Science student at Ngee Ann Polytechnic! I first got to know about VIVA Foundation through my school's broadcasting channel, where I was introduced to the VIVA St. Jude Forum. I have since volunteered as a Volunteer Coordinator for the Forum and other opportunities, including various Zoom webinars and the Children's Day-Mid-Autumn Festival event this year.

VIVA Foundation's mission to raise awareness of paediatric cancer and education about treating childhood cancers deeply resonated with me. I found it extremely meaningful to be part of a cause that helps share knowledge and improve access to cancer treatments, ultimately contributing to better outcomes for children with cancer.

My first volunteering experience was with the VIVA Forum Sponsorship team this year. As it was our first time approaching sponsors and creating the Forum's sponsorship booklet, my team and I faced quite a few challenges initially. However, with the VIVA team's constant guidance and encouragement, we learned and grew together through the process. It was a fulfilling experience that strengthened our confidence and teamwork.

Through my volunteer experiences with VIVA Foundation, I've developed a strong sense of empathy, teamwork, and purpose. I've met many like-minded and kind-hearted individuals — both students and mentors — who've inspired me in countless ways. Each volunteer brought their own unique strengths, and together, we formed a warm and supportive community that truly embodies the spirit of giving back.

One of the most rewarding aspects has been the people I've met along the way. I'm very grateful to be part of such a joyous and dedicated community. Seeing each event come to life after everyone's hard work is incredibly heart-warming. And it's in these moments that I truly appreciate how much collective effort and passion goes into making a difference.

Volunteering with VIVA has been mutually enriching as it creates a space for learning and connection on both sides. As a volunteer, I get to bring joy, support and awareness to the beneficiaries, but I have also gained valuable insights from them, their journeys, empathy and inspiration from their strength and resilience. Each project reminds me how small contributions can lead to a great and meaningful cause.



S I N H U I
P R O G R A M V O L U N T E E R

VOLUNTEER SPOTLIGHT

Hi, I'm Ron Tan, 53 years old. I volunteer with VIVA as a photographer, capturing moments from our events and activities.

I'm a father of three wonderful teenagers, and children's wellbeing has always been close to my heart. Seeing children struggle with illness is heartbreaking — it affects their daily lives, limits their opportunities, and places a heavy burden on their parents and caregivers.

Through my photography, I hope to give the public a glimpse into the lives and events at VIVA, and to raise awareness of the importance of supporting these children. I see my contribution not as work, but as a meaningful opportunity to give back.

I first met Sherene Chen and Bastian, the managers of the organisation. They were very friendly and welcoming, which made me feel comfortable right from the start. Later on, I met the rest of the team like Jennifer Yeo and Wong Hao and we connected well.

Everything was well-organised — from event details to timing and expectations — so I could plan my work smoothly. I could sense the dedication and sincerity in the environment. It was a good experience overall, and I felt supported from day one.

Through VIVA, I've met many caring and positive people. Everyone contributes in their own way, and there's a strong sense of teamwork and purpose. It's a small but meaningful community built on compassion and shared values.

For me, the biggest reward is seeing the children's smiles and the joy in their families. Capturing those real, happy moments feels very fulfilling. When I see others enjoying the photos or reliving those memories, that's already mission accomplished for me.

Volunteering requires commitment and compassion, but it gives back just as much. Using my time and skills to bring a bit of happiness or awareness to others is already very rewarding.

Through my lens, I hope others can see the warmth and life behind every event. It's my small way of contributing, and I see it as a privilege for me, rather than simply giving my time away.

Remember, everyone can give!



R O N
V O L U N T E E R P H O T O G R A P H E R

Statement of Financial Activities

For the Financial Year Ended 31 December 2025

VIVA FOUNDATION FOR CHILDREN WITH CANCER

UEN No. 200601578E (01961)

(Registered under the Charities Act 1994 in the Republic of Singapore)

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2025

	Note	Unrestricted fund S\$	Endowment fund S\$	2025 S\$	2024 S\$
Income					
Income from generated funds:					
Voluntary income	(4a)	1,673,900	-	1,673,900	2,223,823
Activities for generating funds	(4a)	2,921,219	10,000	2,931,219	1,226,787
Income from charitable activities	(4b)	197,626	-	197,626	215,098
Investment income - interest income		246,577	-	246,577	381,424
Other income	(4c)	4,388	-	4,388	44,781
Total income		5,043,710	10,000	5,053,710	4,091,913
Expenditures					
Cost of generating funds	(5a)	397,528	2,637	400,165	415,869
Cost of charitable activities	(5b)	1,636,598	-	1,636,598	929,417
Governance costs	(5c)	498,383	-	498,383	816,781
Total expenditures		2,532,509	2,637	2,535,146	2,162,067
Net income before income tax expense		2,511,201	7,363	2,518,564	1,929,846
Income tax expense	(6)	-	-	-	-
Net income for the financial year		2,511,201	7,363	2,518,564	1,929,846
Reconciliation of funds					
Total funds brought forward		29,231,109	5,433,075	34,664,184	32,734,338
Total funds carried forward		31,742,310	5,440,438	37,182,748	34,664,184

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

Statement of Financial Position

For the Financial Year Ended 31 December 2025

VIVA FOUNDATION FOR CHILDREN WITH CANCER

UEN No. 200601578E (01961)

(Registered under the Charities Act 1994 in the Republic of Singapore)

STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	Note	2025 S\$	2024 S\$
Non-current assets			
Property, plant and equipment	(8)	<u>18,652,573</u>	<u>18,290,396</u>
Current assets			
Other receivables	(9)	936,043	369,233
Cash and short-term deposits	(10)	<u>18,858,678</u>	<u>16,743,309</u>
		<u>19,794,721</u>	<u>17,112,542</u>
Non-current liabilities			
Deferred income	(13)	<u>816,667</u>	<u>-</u>
Current liabilities			
Accrued expenses	(11)	48,111	13,190
Trade and other payables	(12)	296,135	725,564
Deferred income	(13)	<u>103,633</u>	<u>-</u>
		<u>447,879</u>	<u>738,754</u>
Net current assets		<u>19,346,842</u>	<u>16,373,788</u>
Total assets less total liabilities		<u>37,182,748</u>	<u>34,664,184</u>
Funds of Charity			
Unrestricted fund	(14)	<u>31,742,310</u>	<u>29,231,109</u>
Endowment fund	(14)	<u>5,440,438</u>	<u>5,433,075</u>
Total Funds of Charity		<u>37,182,748</u>	<u>34,664,184</u>

Statement of Cash Flow

For the Financial Year Ended 31 December 2025

VIVA FOUNDATION FOR CHILDREN WITH CANCER

UEN No. 200601578E (01961)

(Registered under the Charities Act 1994 in the Republic of Singapore)

STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2025

	Note	2025 S\$	2024 S\$
<u>Cash flows from operating activities</u>			
Net income before income tax expense		2,518,564	1,929,846
<u>Adjustments for:</u>			
Depreciation of property, plant and equipment	(8)	622,472	510,785
Interest income		(246,577)	(381,424)
		<u>2,894,459</u>	<u>2,059,207</u>
<u>Changes in working capital:</u>			
Other receivables		(550,399)	627,683
Accrued expenses		34,921	(46,828)
Deposit received		-	(15,843)
Other current assets		-	2,414
Trade and other payables		(550,143)	(112,045)
Deferred income		920,300	-
Net cash generated from operating activities		<u>2,749,138</u>	<u>2,514,588</u>
<u>Cash flows from investing activities</u>			
Acquisition of property, plant and equipment	(8)	(863,935)	(158,928)
(Placement)/withdrawal in short-term deposits with maturity over 3 months		(4,750,440)	4,668,270
Interest received		230,166	381,424
Net cash (used in)/generated from investing activities		<u>(5,384,209)</u>	<u>4,890,766</u>
Net (decrease)/increase in cash and short-term deposits		(2,635,071)	7,405,354
Cash and short-term deposits at 1 January		11,669,600	4,264,246
Cash and short-term deposits at 31 December	(10)	<u>9,034,529</u>	<u>11,669,600</u>



Community Partnership

(Other Charity Funds)

Community partnerships is a strategic imperative for the Viva Foundation for Children with Cancer (the Charity). These partnerships can enhance financial resources, increase awareness, expand the foundation's reach, ensure sustainability, foster innovation, and strengthen community ties. By leveraging the strengths and resources of community partners, the charity can significantly amplify its impact, providing comprehensive care and support to children with cancer and their families while advancing the fight against paediatric cancer.

The charity held donation drives and collaboration to raise funds in support of the following projects.

(1) VIVA-NUS Centre for Translational Research in Acute Leukaemia ("CenTRAL")

The funds (\$8 million expendable for 4 years) were donated by the Charity to the National University of Singapore in 2014 to support the advancement of education and research with the establishment of CenTRAL, a fully-equipped, state-of-the-art leukaemia research and diagnostic facility with the key objective of improving the cure rate and quality of life of patients with leukaemia and haematologic cancer in Singapore and the Asia region, through accurate leukaemia classification, prediction and determination of treatment response.

(2) VIVA-Mr Goh Hup Jin fund for Translational Research in Acute Leukaemia ("CenTRAL")

The funds (\$1.3 million expendable received in December 2020) were donated by Mr Goh Hup Jin to support the advancement of education and research at CenTRAL. As of 31 December 2020, these amounts have been subsequently donated by the Charity to CenTRAL. It is used to provide support of 10 CAR-T cell products for children and young adults and support of costs related to CAR-T therapy for needy families.

(3) VIVA-NUS Immunotherapy Fund

The funds (\$1,000,000 expendable gift) were donated by the Charity to Yong Loo Lin School of Medicine, National University of Singapore, to fund cancer immunotherapy clinical research, specifically to support clinical trials of novel therapies based on immune cells for children and adults with drug-resistant cancer. In 2014, a S\$1 million donation was made to NUS by the charity.

(4) VIVA-KKH Paediatric Brain and Solid Tumour (PBST) Programme

The funds (S\$12,950,000) were donated by the Charity to KKH Health Fund (Formerly known as KKH Health Endowment Fund) used for the advancement of the treatment and cure for children with brain and solid tumours in Singapore and the Asia Pacific region under the VIVA-KKH Paediatric Brain and Solid Tumour (PBST) Programme. This programme focuses on four areas of childhood brain and solid cancers in clinical care, translational research, registry-based population science, and collaborative education and training.





Community Partnership

(Other Charity Funds)

(5) NUS Children Cancer Centre Fund (“CCCCF”)

The funds (S\$4,522,744) were donated to the National University of Singapore – Children Cancer Centre Fund to establish a children's cancer centre, now known as VIVA-University Children's Cancer Centre (“VUC³”) at the National University Hospital as a centre of excellence for the treatment and cure of childhood cancer, particularly leukaemia; the training and hiring of doctors, nurses, technical and administrative personnel from Singapore and the region; clinical and translational research; cellular therapy and stem cell transplantation. The funds are also used to improve the cure and treatment of children's cancer in Singapore and the region through projects under the St Jude-Singapore International Outreach Programme including the St Jude-VIVA Children's Cancer Programme. They also support the NUS Yong Loo Lin School of Medicine as a centre of excellence in academic medicine in the area of paediatric oncology in Singapore and the region. The funding is by VIVA Foundation and by Singapore Totalisator Board.

(6) NUS Health Research Endowment Fund (“HREF”)

The funds (S\$6 million) were donated to the National University Hospital to establish the Mrs. Lee Kong Chian Memorial chair, for Director of Advanced Clinical and Translational Research for Childhood Leukaemia and Cellular Therapy under the VIVA Children's Cancer Programme. The fund is used to establish a professorship in paediatric oncology. The Donation of S\$3 million was received from the Lee Foundation, via the VIVA Foundation and was matched by the Ministry of Health with S\$3 million.

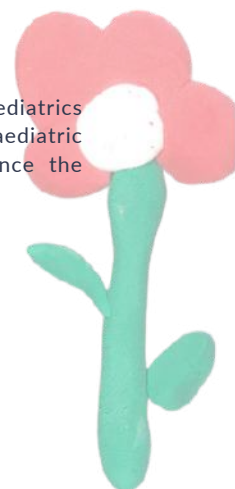
(7) VIVA Paediatric Oncology Fund (“VPOF”)

The VIVA Paediatric Oncology Fund has been established with an expendable gift of S\$12 million dollars from the Goh Foundation with a matching grant (S\$8 million) from the Singapore Government to Yong Loo Lin School of Medicine, NUS. The fund is used to achieve excellence in the treatment of childhood cancer through 1) Translational and clinical research; 2) Training and education of doctors and nurses, and to set up a professorship in paediatric oncology.

The VIVA-Goh Professorship (\$4 million from MOE matching funds) has been established to provide academic leadership in teaching and research in pediatric oncology, with a specific focus on cell-based therapy, childhood leukaemia, post-care completion of care cards for cancer survivors, and sarcomas.

(8) VIVA Education and Research Fund (“VERF”)

The funds (S\$672,374) were donated by the Charity to the National University of Singapore, Department of Paediatrics with a matching grant of the same amount (S\$672,374) in support of education, training and research in paediatric oncology specifically through projects that are part of the VIVA Children's Cancer Programme that advance the prevention, treatment and cure of children's cancer.



Organisational Structure

Board of Directors

Founder and Chairman



Mrs Jennifer Yeo
Appointed on 6 Feb 2006
Senior Consultant, RHTLaw
Advocate and Solicitor, Singapore
Solicitor, England & Wales



Ms Diaan-Yi Lin
Appointed on 7 Apr 2020
Independent Advisor, ex-Senior
Partner of McKinsey & Company



Miss Tan Bee Lan, PBM
Appointed on 1 Aug 2014
Chief Executive Officer,
Healthcare Perennial Holding



Mr Chua Yi Xin Joseph
Appointed on 02 July 2023
Global CEO, Aiken Digital



Ms Fiona Leung, CFA
Appointed on 02 July 2023
Managing Partner,
Olive Vista Capital



Mr Hong Yanci
Appointed on 02 July 2023
APAC Legal Counsel,
Rolls Royce Power Solutions



Mr Brinden Anandakumar
Appointed on 11 January 2024
Associate Director,
Fullerton Law Chambers LLC



Mr Ng Kian Hui
Appointed on 5 November 2024
Partner- Head Of Audit &
Assurance, BDO Singapore



Mr Alexander Woon
Appointed on 08 January 2025
Lecturer & Provost's Chair, School of Law,
Singapore University of Social Sciences



Mr Bill Chua, BBM
Appointed on 01 April 2025
Independent Board Director
Retired MD & Group Head, United
Overseas Bank Limited



Ms Jeannie Ong
Appointed on 26 September 2025
Managing Director
Operating Partner
Temasek International



Mr Jacky Foo
Appointed on 27 November 2025
Board Member TAL Global

Mr Tham Sai Choy stepped down from the VIVA Board on 24 June 2025.

Mr Chua Kheng Kok stepped down from the VIVA Board on 24 June 2025.

Committees

FINANCE & INVESTMENT COMMITTEE

Name	Appointment
Mr Bill Chua, BBM	Chair
Ms Lin Diaan Yi	Member
Mrs Jennifer Yeo	Member

AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Appointment
Mr Ng Kian Hui	Chair
Ms Jeannie Ong	Member
Mr Alexander Woon	Member

EXCO COMMITTEE

Name	Appointment
Mrs Jennifer Yeo	Chair
Ms Lin Diaan Yi	Member
Ms Fiona Leung, CFA	Member

LEGAL & COMPLIANCE COMMITTEE

Name	Appointment
Mr Brinden Anandakumar	Chair
Mrs Jennifer Yeo	Member
Ms Lin Diaan Yi	Member
Mr Hong Yanci	Member
Mr Alexander Woon	Member

RESEARCH COMMITTEE

Name	Appointment
Ms Lin Diaan Yi	Chair

HUMAN RESOURCE COMMITTEE

Name	Appointment
Ms Lin Diaan Yi	Chair
Mrs Jennifer Yeo	Member
Ms Fiona Leung, CFA	Member
Mr Chua Yi Xin Joseph	Member

EDUCATION AND OUTREACH COMMITTEE

Name	Appointment
Mr Jacky Foo	Chair

DEVELOPMENT AND PARTNERSHIPS COMMITTEE

Name	Appointment
Ms Jeannie Ong	Chair
Mrs Jennifer Yeo	Member
Ms Fiona Leung, CFA	Member
Mr Chua Yi Xin Joseph	Member

External Advisory Board

VIVA's External Advisory Board (EAB) is made up of an international panel of renowned doctors from the global field of cancer care and research. The VIVA Board of Directors seeks strategic advice and views from the EAB with regard to programmes and projects. The EAB meets in Singapore once a year. At other times of the year, the Board would also call on the EAB for their expert views and thoughts when necessary.



Prof Ching-Hon Pui
Chairman

American Cancer Society Professor Chair, Department of Oncology Co-Leader, Hematological Malignancies Program Fahad Nassar Al-Rashid Chair of Leukemia Research Director, China Region, St. Jude Global, St. Jude Children's Research Hospital Memphis, Tennessee, USA

Appointed on 19 Dec 2006



Prof Rupert Handgretinger
Member

Professor and Chairman, Department of General Paediatrics and Hematology / Oncology Children's University Hospital Tuebingen, GERMANY

Appointed on 7 Dec 2006



Prof Leung Wing Hang
Member

Director, Children's Blood and Cancer Centre KK Women's and Children's Hospital Singapore

Appointed on 25 Feb 2020



Prof Melissa Hudson
Member

Director, Cancer Survivorship Division Co-Leader, Cancer Control & Survivorship Program The Charles E. Williams Endowed Chair of Oncology-Cancer Survivorship St. Jude's Children Research Hospital USA

Appointed on 1 Mar 2022



Prof Godfrey Chan Chi-Fung
Member

Honorary Professor Department of Paediatrics and Adolescent Medicine School of Clinical Medicine, The University of Hong Kong Consultant Paediatric Haematologist Oncologist Hong Kong Sanatorium and Hospital Hong Kong SAR

Appointed on 1 Mar 2022



Prof Edward Holmes
Emeritus Member

President and CEO, Sanford Consortium for Regenerative Medicine Senior Fellow, A*STAR Advisor National Research Foundation SINGAPORE

Appointed on 30 Nov 2006



Prof Anjo Veerman
Emeritus Member

Professor Emeritus, Paediatrics Vrije Universiteit University Medical Center Amsterdam, THE NETHERLANDS

Appointed on 18 Dec 2006



Management Team



Wong Hao, BBM
Chief Executive Officer
Appointed on
1 September 2024



Wong Chee Seng
Manager, Finance



Merlina Koh
Manager, Operations



Sherene Chen
Manager,
Outreach & Education



BOARD MEMBERS' ATTENDANCE AT MEETINGS

During the year, 5 Ordinary Board Meetings were held. A Director who is unable to attend any meeting in person may participate via teleconference.

The attendance of each member of the governance board at meetings is as follows:

Name	Attendance of Board
Mrs Jennifer Yeo	5 out of 5 meetings
Ms Tan Bee Lan, PBM	1 out of 5 meetings
Ms Lin Diaan Yi	5 out of 5 meetings
Mr Chua Kheng Kok (Resigned on 24 June 2025)	0 out of 3 meetings
Mr Tham Sai Choy (Resigned on 24 June 2025)	0 out of 3 meetings
Mr Chua Yi Xin Joseph	3 out of 5 meetings
Mr Hong Yanci	5 out of 5 meetings
Ms Fiona Leung, CFA	2 out of 5 meetings
Mr Brinden Anandakumar	5 out of 5 meetings
Mr Ng Kian Hui	3 out of 5 meetings
Mr Alexander Joseph Woon Wei-Ming (Appointed on 08 January 2025)	4 out of 5 meetings
Mr Chua Teck Huat Bill, BBM (Appointed on 01 April 2025)	3 out of 4 meetings
Ms Jeannie Ong Bee Koon (Appointed on 26 September 2025)	2 out of 2 meetings
Mr Foo Keng Seng Jacky (Appointed on 27 November 2025)	1 out of 1 meeting

REELECTION OF DIRECTORS

Board of Directors appointed during the financial year was re-elected by the Members at the Annual General Meeting.

In accordance with the Code of Governance for Charities, VIVA Foundation has a term limit for all Board members who must submit themselves for renomination and re-appointment, at least once every three years. 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.

The Board decided, with the Members' approval, that Directors who serve on the Board for more than 10 years are retained.

SALARIES AND RELATED COSTS

No Directors received any remuneration.

BOARD MEMBERS SERVING MORE THAN 10 CONSECUTIVE YEARS

In alignment with our governance principles, we acknowledge and commend the long-standing service of board members who have served for more than 10 consecutive years. Their enduring commitment, leadership, and expertise have played a vital role in advancing the mission and sustainability of the organisation.

MS TAN BEE LAN, PBM

Ms Tan brings to the Board over a decade of dedicated service, underpinned by her extensive C-suite experience in the healthcare sector. She has an extensive track record in the investment, development, commissioning, and operations of both greenfield and brownfield hospitals, as well as nursing homes. Her strategic leadership and operational acumen, developed over years in senior executive roles, have been invaluable in shaping the charity's direction and impact.

She plays a pivotal role in volunteer coordination, stakeholder engagement, and community outreach, ensuring that the Board remains closely connected to the grassroots level of the organisation's work. Ms Tan has also made significant contributions in programme planning, service integration, and strategic evaluation, drawing on her executive experience to support informed, data-driven decision-making.

Her leadership continues to enhance the charity's organisational resilience and ability to respond effectively to evolving community needs.

MRS JENNIFER YEO (MDM LEONG LAI PENG)

Mrs Yeo has served on the Board for over a decade, bringing deep legal expertise, institutional knowledge, and unwavering dedication to the organisation. Her leadership has provided essential continuity during pivotal periods of growth and transformation.

She is the visionary leader behind the LIFE Programme, a comprehensive initiative focused on survivorship and preventive health. As part of this, she led the development of the Survivorship Programme, which includes a series of webinars conducted in collaboration with renowned international medical professionals. These webinars are designed not only for survivors but also to guide and share knowledge with caregivers, equipping them with the tools and understanding needed to support long-term recovery and well-being.

A distinctive feature of the programme is its emphasis on bringing survivors out of the hospital environment to participate in healthy lifestyle activities, encouraging holistic wellness, social reintegration, and empowerment beyond the clinical setting.

Her visionary drive remains vital as the organisation embarks on new strategic initiatives. She is a key force behind the proposed establishment of a research lab, an initiative that aligns directly with the charity's mission and long-term impact. Her strategic foresight and ability to rally support for such transformative efforts make her continued presence on the board not only valuable but essential.

Mrs Yeo remains actively involved in fundraising, advocacy, and policy oversight, contributing to the organisation's strategic direction, sustainability, and mission alignment.

Corporate Governance

COMPLIANCE WITH THE CODE OF GOVERNANCE

The VIVA Foundation for Children with Cancer was incorporated in Singapore on 6 February 2006 as a Public Company Limited by Guarantee. It was registered under the Charities Act on 25 April 2006, with Institution of Public Character (IPC) status. VIVA Foundation constantly works towards compliance with the Charities Act, Charities (Institutions of Public Character) Regulations, Charities Accounting Standards, the Code of Governance for Charities and IPCs, Personal Data Protection Act, and our governing instruments - Terms of Reference and also the Memorandum of Articles.

UEN

200601578E

Charity Registration No.

01961

IPC Effective Period

15 May 2021 – 14 May 2024
(Renewal obtained 15 May 2024 -
14 May 2027)

HEF Registration Number

HEF 0105/G

Registered Address

8 Sinaran Drive
#03-01 VIVA Hub
Novena Specialist Centre
Singapore 307470

Chairman

Mrs Jennifer Yeo
(Mdm Leong Lai Peng)

Auditor

Hall Chadwick Assurance PAC

Bankers

United Overseas Bank Limited
BNP Paribas Singapore Branch
(Wealth Management)
Bank of China Limited
DBS Bank Limited
Oversea-Chinese Banking
Corporation Limited

DISCLOSURE & TRANSPARENCY

Remuneration Bands	Number of Employees (2025)
S\$100,001 to \$200,000	1

No staff is involved in setting his/her own remuneration.

VOLUNTEER MANAGEMENT

VIVA discloses that there are volunteer management processes in place for volunteers.

SUCCESSION PLAN

The charity has in place a succession plan and adheres to the term limit for the appointment of its Board members and Treasurer.

CONDUCT OF AFFAIRS

The Board provides strategic leadership to the Chief Executive Officer (CEO) in overseeing the smooth management of day-to-day operations of the Foundation. The Board also facilitates strategic networking and contributes resources where relevant to support and strengthen the sustainability of VIVA service delivery and compliance with applicable laws and regulations.

Policies

WHISTLEBLOWING POLICY

All personnel of VIVA are expected to observe high standards of ethics, honesty and integrity and are required to comply with all relevant laws and regulations applicable to their work. If you know of any misconduct, please report it via the Whistleblower Email at whistleblowing@viva.sg; this email is managed by the Audit Committee Chairman of VIVA. This hotline allows you to report responsibly without fear or harassment, discrimination and/or retaliatory action with the assurance that your report will be taken seriously and investigated.

Examples of misconduct include the following:

- concerns about the VIVA's accounting, internal controls or audit matters;
- intentional misinterpretation affecting the financial statements of VIVA;
- all forms of malpractices or impropriety such as unethical behaviour, misconduct, fraud, corruption, bribery or theft;
- breach of law;
- breach of the VIVA's policies or code of conduct;
- conflict of interest;
- actions that are detrimental to the health and/or safety of the environment/beneficiaries;
- any forms of discrimination;
- harassment, abuse and/or misrepresentation of power and authority;
- false and/or misleading statements to any authority;
- instructions to deliberately conceal any of the information above; or
- any other improper conduct that may cause significant loss and/or damage to the VIVA's reputation.

MANAGING CONFLICT OF INTEREST

VIVA Foundation has in place a policy relating to the management and avoidance of conflict of interest. All Members, Directors and staff are required to sign the prescribed Declaration of Conflict of Interest form when they are appointed and thereafter annually or whenever there is any material change in the information contained in their respective Declarations.

RESERVES POLICY

VIVA Foundation has set aside a reserve of \$1.4 million to provide financial stability and resources for the development of its principal activities. The Board will periodically review the amount of reserves that are required to ensure adequacy in fulfilling the Foundation's obligations.

INTERNAL CONTROL AND RISK MANAGEMENT MEASURES

The Board assumes overall responsibility and is fully committed to maintaining a sound system of internal control and risk management that provide reasonable assurance of effective operations and statutory compliance in accordance with the Code of Governance and Charity Accounting Standards.

The Board ensures that there is a sound internal control policies and procedures in place.

The Board constantly reviews, taking into account changes in the regulatory and statutory, these policies and procedures to ensure adequacy and effectiveness.

The Board has also put in place a risk management policy. One of these policies is the implementation of internal controls as part of the day-to-day operations.

Governance Evaluation Checklist

(1 Jan 2025 to 31 Dec 2025) : 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	We have established a process from Year 2026.	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	Partial Compliance	We have established a process from Year 2026.	1
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
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position) may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Partial Compliance	We have established a process from Year 2026.	1
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	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. For all Board members: 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. 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). 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.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: 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. 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.	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	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		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	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	No	We have established a process from Year 2026.	0

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 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
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	VIVA does not provide loans, donations, grants, financial assistance.	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	Yes		2
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 (AMLCFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
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		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
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. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	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		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	Yes		2

Total Score **71**

Percentage **93%**

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

VIVA Foundation has been submitting the GEC annually via the Charity Portal. These are also available on VIVA's website www.viva.sg.

Help us rewrite the future of children with cancer.



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