



OPERATION HOPE FOUNDATION

ANNUAL REPORT FOR 2025

OPERATION
HOPE
FOUNDATION

CHAIRMAN'S MESSAGE

Dear Donors, Partners, and Volunteers,

As we look back on the milestones of 2025, Operation Hope Foundation (OHF) remains unyielding in its core philosophy: delivering tangible, life-changing impacts with exceptional efficiency. For us, success is never measured by how much money we raise or how quickly we spend it. True stewardship lies in directing capital to the right projects, at the right cost, ensuring that every dollar maximizes field-level execution.

When supporting charities with overseas operations, donors often rely on blind faith. I believe donors should demand absolute clarity. Before you commit your hard-earned resources to any international charity, I encourage you to use these six critical guidelines to evaluate their integrity:

- **1. Verify the Field Operations:** Do not rely solely on polished marketing photos or brochures. Visit the operations firsthand and see for yourself what is actually happening on the ground.
- **2. Track the Financial Pipeline:** Ask exactly how much of your donation directly reaches the beneficiaries. If you donate \$1,000 to an orphanage, find out how much is actually absorbed by the children's food, healthcare, education, and essential local staff costs. Are they able to give you a clear, itemized answer?
- **3. Scrutinize the Governance:** Investigate what the governance structure looks like. Who oversees the field teams, and what independent checks and balances are firmly in place?
- **4. Evaluate the Founders' Background:** Look into the history and motivations of the founders. Are they relying on the charity's project funds to maintain their personal lifestyle, or do they have their own independent sources of income?
- **5. Demand Operational Familiarity:** Ask leadership about the day-to-day operations. If the executives are not deeply familiar with the granular details of their programs, it is a significant red flag for weak governance.

•6. Challenge Your Assumptions:

Explicitly identify what assumptions you are making about the charity, and actively check if those assumptions are factually verifiable.

At OHF, we practice exactly what we preach. Our community development and residential projects in Cambodia and Nepal are strictly overseen and audited by our headquarters in Singapore. We have established "street-smart" operational processes that go far beyond simply verifying paper receipts—because paper can easily mask inefficiency.

Our field-level audits look at real-world mechanics. For example, when checking fuel utility, standard accounting only looks at the invoice for a full gas tank exchange. Our street-smart protocol physically inspects the tanks; we often find that a so-called "empty" tank is still one-third full, and the new "full" tank is only two-thirds full. Without physical verification, the charity inadvertently pays a full rate for only one-third of a tank of actual gas. We have deployed dozens of these rigorous, street-smart processes across all our operations to eliminate waste and prevent fraud. It is this exact micro-level discipline that allows us to consistently achieve program efficiency ratios well above 90%.

Finally, I am deeply honored to have been awarded the **Singaporean of the Year – International Impact** award for 2025. This recognition is not a personal achievement; it belongs entirely to our dedicated staff, steadfast donors, and passionate volunteers who work tirelessly across borders.

Thank you for your continued trust as we build a more accountable, impactful future.



ABOUT US

OVER THE PAST TWENTY YEARS, We have gained considerable experience and expertise in running long-term projects such as children's homes, training centres as well as community and volunteer programmes where we build houses, provide clean water and sanitation facilities for the poor. Our biggest strength is in our detailed execution and management of overseas projects.

OHF CHILD

Residential homes: Hope Village Prey Veng (HVPV) and Nepal Advancement (NA)

Non-residential: Sponsor a Child (Non-Residential Child Sponsorship)



OHF VOLUNTEER

Volunteer as an individual, build your own team, or volunteer under an educational institute, a church, a company or a foundation.



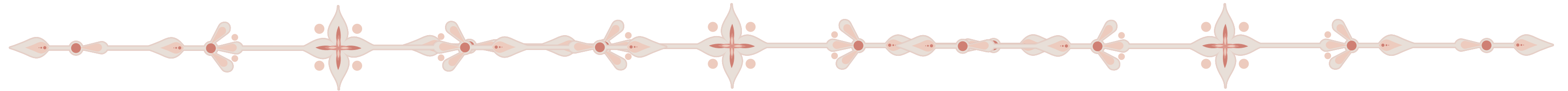
OHF COMMUNITY

Safe housing, sanitation, clean water, UV water system for primary school children



VISION

MAKE HOPE REAL FOR PEOPLE TRAPPED IN POVERTY.



MISSION

IMPROVE LIVES OF THE POOR BY PROVIDING BASIC NEEDS, EDUCATION, INNOVATION AND A NURTURING ENVIRONMENT. WE ARE COMMITTED TO USING DONATIONS RESPONSIBLY AND EFFECTIVELY IN ORDER TO MAXIMISE THE BENEFIT FOR PEOPLE WE SUPPORT.

BOARD OF DIRECTORS



Robert Kee

FOUNDER / CHAIRMAN



KEE YI ARN
DIRECTOR



JENNY TAN
DIRECTOR



LING KIN YEW
DIRECTOR



EDMUND KOH
BOCK CHENG
DIRECTOR



PAUL NG
MIN SOON
DIRECTOR

2. Corporate Governance Board of Directors Meetings

To ensure rigid administrative oversight, strategic financial allocation, and compliance, the Board of Directors conducted four comprehensive regular meetings during the financial year 2025. Meeting Dates: 2 January 2025, 26 June 2025, 14 August 2025, and 29 October 2025

Director Name	Designation / Role	Meetings Attended / Total Held	Attendance Rate
Kee Chin Swee	Chairman of the Board	4 / 4	100%
Ng Min Soon	Director	4 / 4	100%
Edmund Koh	Director	4 / 4	100%
Kee Yi Arn	Director	4 / 4	100%
Jenny Tan	Director	4 / 4	100%
Ling King Yew	Director	2 / 4 (Jan 2 & Jun 26)	50%

No board members receive any remunerations for their services

No staff is paid more than \$100,000 for the year.

No staff are relatives of any of the Board members

CORE VALUES- IDEA



Inclusivity is about creating programmes that benefit everyone regardless of creed or colour, have long-lasting benefits, and are comprehensive in their nature.

Dignity is about enabling disadvantaged individuals, families and communities to do more for themselves, empowering them and restoring their self-respect.

Empathy is about putting ourselves in the shoes of our beneficiaries, to understand their problems and meet their needs in the right way.

Accountability is about taking ownership and being transparent in our operations, enabling our donors, partners and beneficiaries to understand what we do and how the money is spent.

1. Executive Summary & Key Milestones

In 2025, Operation Hope Foundation (OHF) continued its steadfast commitment to alleviating poverty, establishing vital infrastructure, and empowering children through holistic residential and non-residential programs in Cambodia and Nepal. OHF effectively deliver critical safe water systems to schools, housing, hygiene infrastructure, and nutritional support. Our community-first approach was strengthened by the direct involvement of volunteer teams.

1,216

TOTAL BENEFICIARIES

Directly impacted via rural
infrastructure & schooling

SGD \$912,109

TOTAL DONATIONS

Generously mobilized across three
key core funds

159

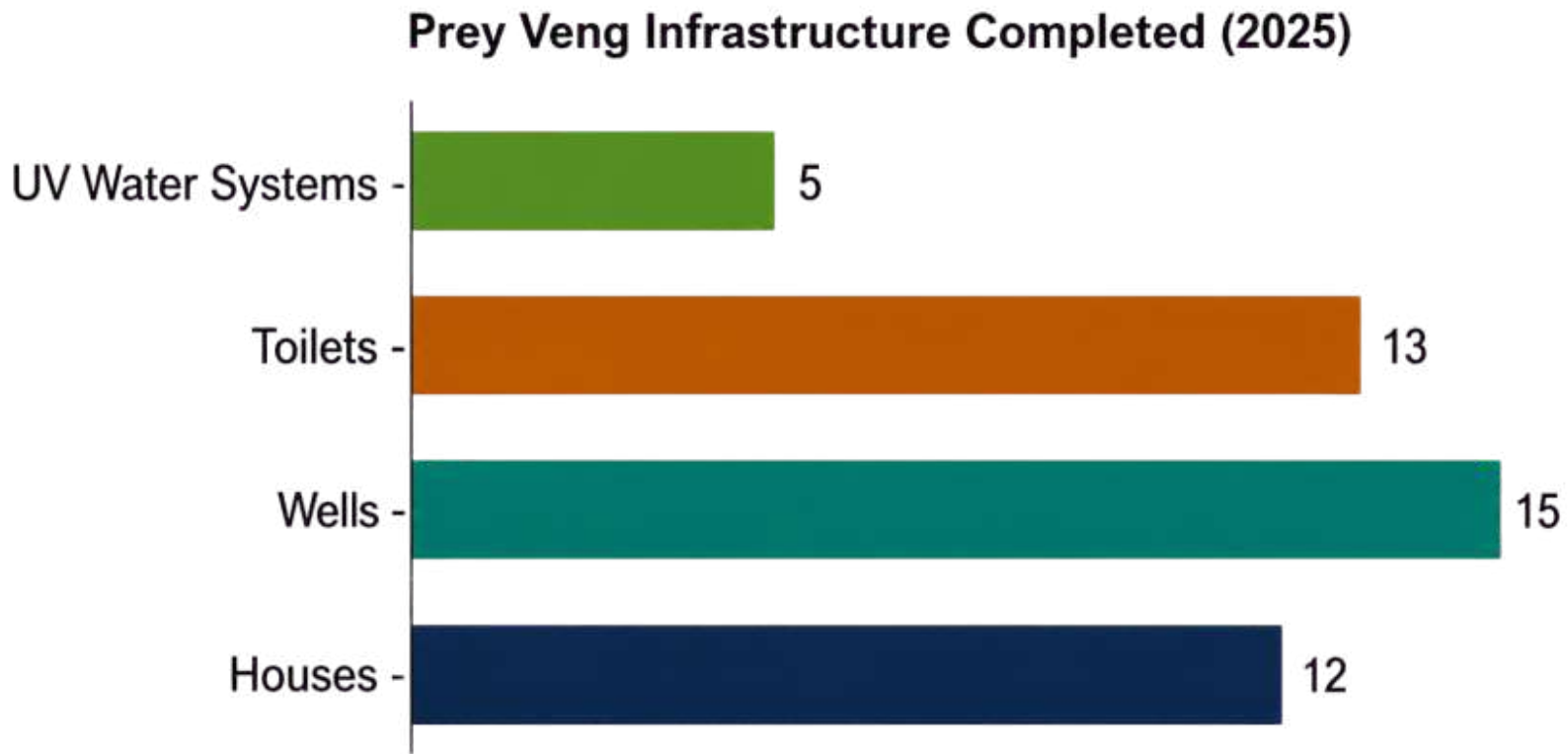
VOLUNTEERS

Across 6 deployed field outreach
teams

3. Cambodia Community & Infrastructure Projects

Our core physical interventions are centered in the rural province of Prey Veng, Cambodia, focusing on sustainable living, sanitation, and premium filtration infrastructure. Every individual structure built yields a direct lifecycle dividend to multi-generational local families.

Infrastructure Type	Units Built	Per Unit Multiplier	Total Beneficiaries
Safe Houses	12 units	4 persons	48 individuals
Water Wells	15 units	4 persons	60 individuals
Hygiene Toilets	13 units	4 persons	52 individuals
UV Sterilised Systems	5 systems	250 students	1,250 students
Total Infrastructure	45 units	—	1,410 individuals



Non-Residential Child Sponsorship Program

Beyond physical brick-and-mortar programs, the Non-Residential Child Sponsorship Program reduces drop out rates due to students skipping classes to earn money to put food on the table.. Poor students are supplied with school supplies such as uniforms and stationaries and vital bi-monthly food packs for the family.

270

STUDENTS ENROLLED

Actively retained in rural school
networks

1,420

FOOD PACKS DISTRIBUTED

Each containing 50kg rice, oil, &
canned goods

328

STATIONERY PACKS

Complete learning materials
distributed

4. Residential Children's Homes For orphans, abandoned, or highly vulnerable children.

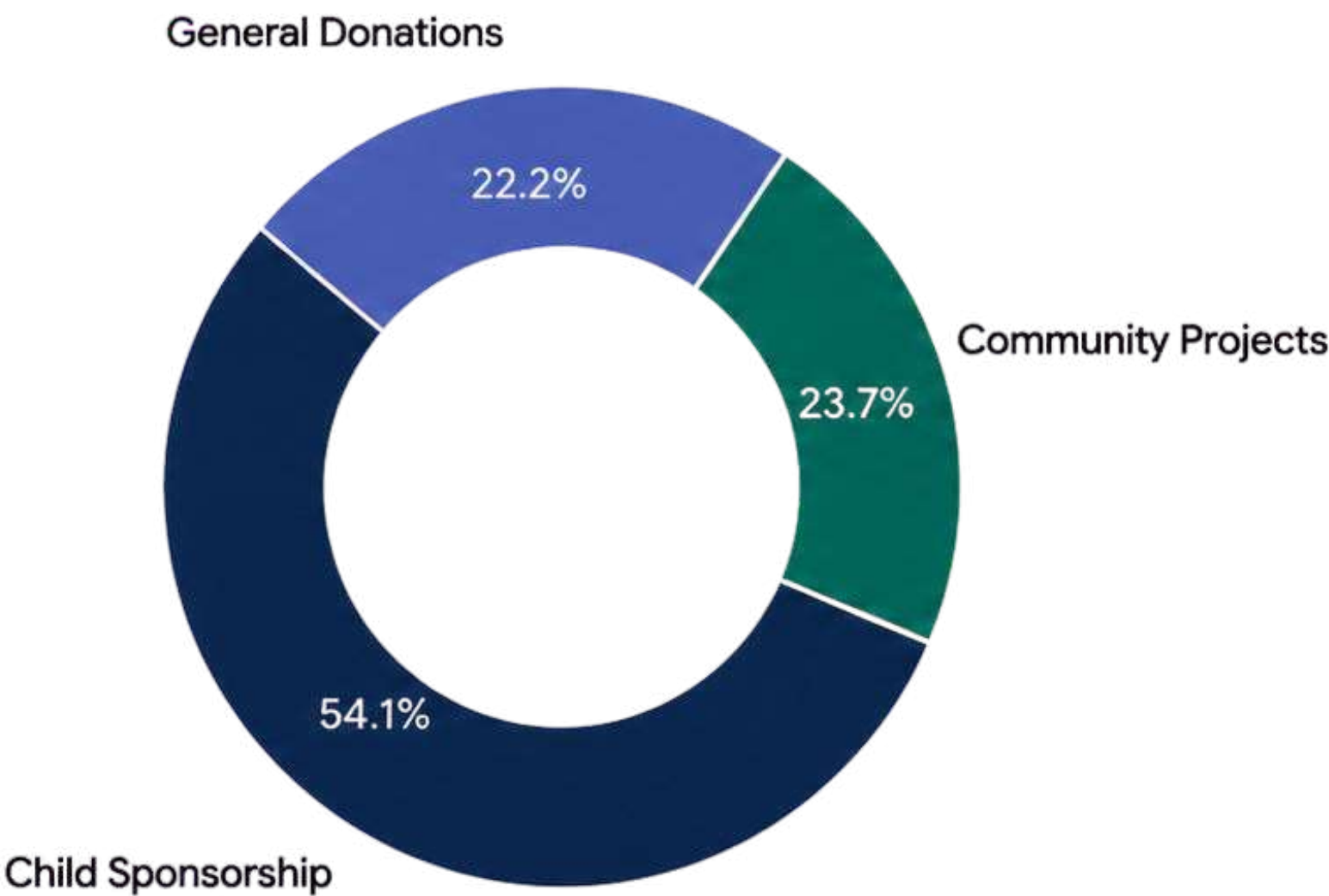
OHF operates two dedicated, secure residential centers providing full boarding, health monitoring, and moral guidance

Residential Facility	Opening Count (2025)	New Admissions	Successfully Reintegrated / Released	Active Roster (As of 31 Dec 2025)
Hope Village Prey Veng (Cambodia)	68 children	+38 children	-10 children	96 children
Nepal Advancement (Nepal)	55 children	+5 children	-6 children	54 children

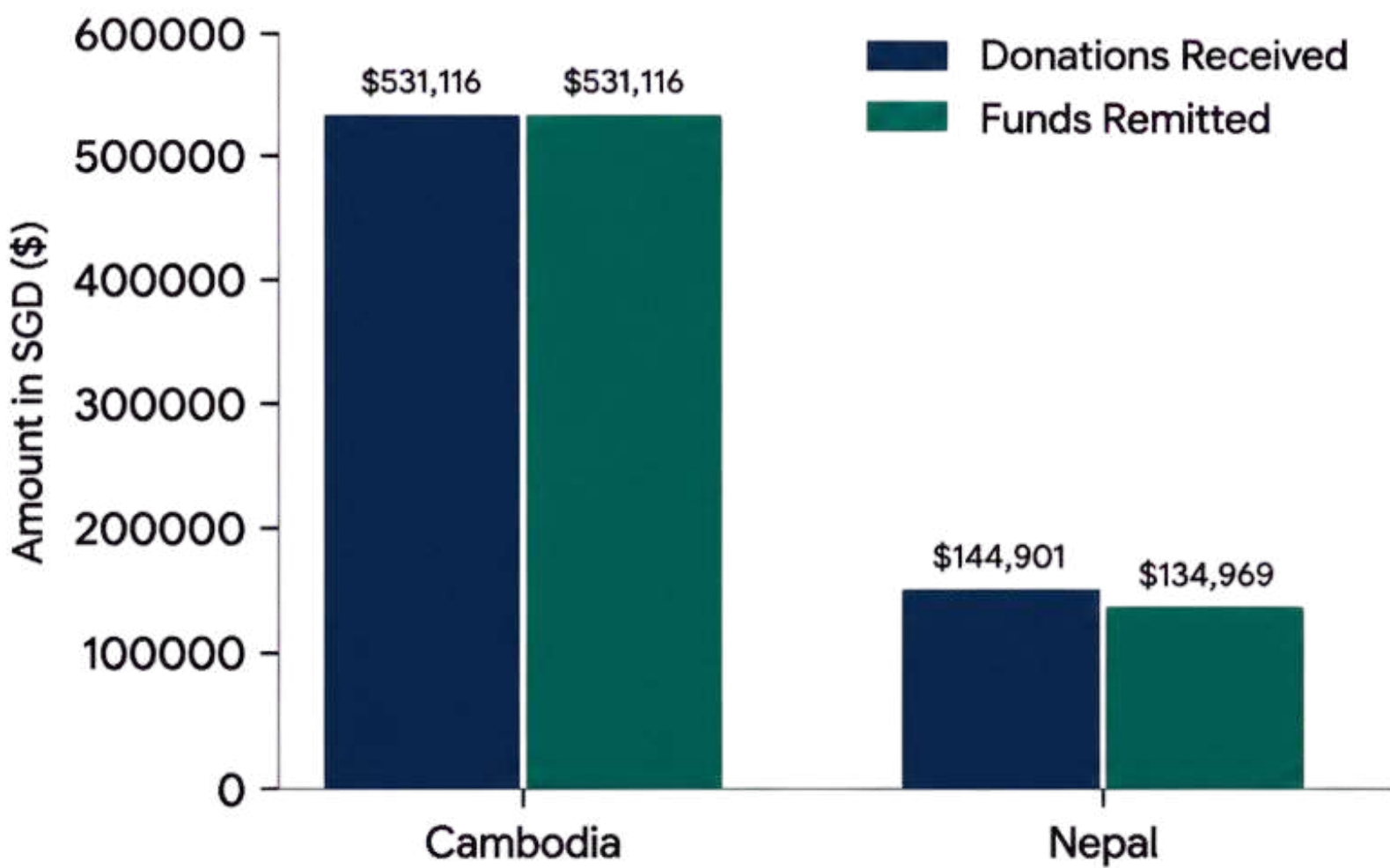
5. Financial Performance & Fund Utilization

Total global donations recognized for the operational calendar year 2025 amounted to SGD \$912,109. This reflects strong multi-channel allocation across corporate networks and child sponsors.

Donations by Category (SGD)



Country Financial Overview (SGD)



Efficiency and Governance Benchmarks

OHF prides itself on lean structural operational costs, maximizing the percentage of funds that directly touch field projects. The Benefit-to-Cost Ratio for both execution pipelines far exceeds our strict organizational benchmark targets.



Highlights



Robert Kee with Melinda Nepali

Shining Star: From Nepal Advancement to Medical Doctor

At Operation Hope Foundation (OHF), our ultimate reward is witnessing the children in our residential homes break the cycle of poverty and achieve their highest potential. This year, we are overjoyed to celebrate a historic milestone for our children's home in Nepal: the graduation of our very first medical doctor, Melinda.

From the moment Melinda arrived at Nepal Advancement, her brilliant mind and relentless curiosity stood out. She was a fiercely avid reader, possessing an insatiable appetite for knowledge. In fact, she famously read every single book in the home's library at least two times or more!

Melinda's contribution to the home extended far beyond her academic success. With a natural gift for leadership and a deeply compassionate heart, she was a pillar of support for the staff and a role model for her peers. She spent countless hours tutoring and mentoring the younger children, bringing immense joy and stability to the children.

Reaching this milestone required monumental grit. The medical internship pipeline in Nepal is notoriously gruelling, demanding intense resilience as Melinda spent the past year rotating through a completely different medical faculty each month. From emergency medicine to paediatrics, she met every exhausting rotation with the same steady determination she showed as a young girl.

Melinda, the entire OHF global family of staff, donors, and volunteers is profoundly proud of you. You have not only transformed your own future, but you stand as a shining beacon of hope for every child entering our doors. Congratulations, Dr. Melinda!

Highlights



Nigel and Robert Kee

Rising Star: Nigel Secures Medical School Admission

The legacy of academic excellence and ambition continues to thrive within our residential family in Nepal. Following the inspiring journey of Melinda, we are incredibly proud to celebrate the outstanding achievements of Nigel, who is officially on his way to becoming the next medical doctor in the Operation Hope Foundation family. Nigel recently completed his Grade 12 (colloquially known in Nepal as "+2" education, graduating with excellent results. His hard work, long hours of discipline, and academic dedication culminated in an extraordinary milestone this year: Nigel successfully passed the highly competitive, rigorous medical school admission tests, earning qualifying spots to study medicine at prestigious universities in both Nepal and Bangladesh. Securing a seat in medical school is a massive feat, requiring immense grit and intellectual stamina. Nigel's success is a testament not only to his personal resilience but also to the stable, nurturing environment provided by our dedicated staff and volunteers at our home in Nepal. We are absolutely thrilled to watch Nigel take this monumental step toward his dream. The entire OHF global family—donors, staff, and volunteers alike—extends our warmest congratulations to Nigel. We look forward to supporting him throughout his years in medical school and celebrating the day he officially puts on his white coat.

Highlights



Green Innovation: The Biomax Digester Returns to Action

Sustainable agriculture took a major leap forward this year with the successful repair, return, and redeployment of our **Biomax Digester** to Cambodia. This cutting-edge project, which converts organic waste into nutrient-rich bio-organic fertilizer, will assist local rural communities facing unprecedented economic headwinds.

The global agricultural landscape has been heavily disrupted by geopolitical instability. Ongoing conflicts, such as the war in Ukraine, combined with shipping bottlenecks through critical maritime trade chokepoints like the Strait of Hormuz, have caused the cost of imported chemical fertilizers to skyrocket. For vulnerable smallholder farmers, these soaring input costs threaten their very livelihoods.

To combat this crisis, OHF is targeting its relief directly at poor farmers who own rice fields smaller than one hectare. By providing them with our Biomax bio-organic fertilizer, we are insulating them from volatile global markets while actively restoring their land.

Unlike harsh chemical alternatives, the Biomax fertilizer is an eco-friendly solution that naturally rehabilitates the soil structure over time. Our operational process relies entirely on local circular procurement: we purchase duck manure, rice husks, and fish waste from regional markets, and systematically collect discarded, rotten vegetables. The Biomax Digester then processes this organic waste, transforming it into premium-grade, valuable fertilizer.

We are excited to monitor the long-term impact of this project. By utilizing the Biomax system, our goal is to not only dramatically improve crop yields for smallholders but also cultivate healthier, more nutritious produce for local families. This project represents the perfect intersection of environmental sustainability, street-smart resourcefulness, and direct poverty alleviation.

Highlights



Lwinsan

Lwin San has dedicated 17 years of service to Operation Hope Foundation, and her retirement marks the end of a long and meaningful chapter of commitment, hard work, and loyalty. Throughout her time with OHF, she has contributed not only her professional efforts but also her knowledge, guidance, and care for the organization and the people she worked with.

Lwin San leaves with sincere gratitude for the trust, support, and friendship she received during her years at OHF. She is now helping out at a local Myanmar hospital with her sister, continuing to serve others in a new and meaningful way. Her presence and contribution will be remembered with appreciation, and her departure is felt by the entire OHF family. We thank her warmly for her many years of service and wish her every blessing in her retirement and journey ahead.



Lwinsan and her sister in Myanmar



Lwinsan farewell party

Highlights



CAA's First CSR to Prey Veng, Cambodia

This year, CAA successfully completed its first Corporate Social Responsibility (CSR) mission to Prey Veng, Cambodia, bringing together employees from across different departments to make a meaningful impact on a rural community.

During the trip, our volunteers helped build two houses for families in need and installed a UV water filtration system at a primary school, providing students with access to clean and safe drinking water.

The hands-on experience gave participants a firsthand understanding of the living conditions faced by the local community. Working alongside the villagers and interacting with schoolchildren made the experience both meaningful and memorable, reinforcing the importance of giving back and creating a positive impact on the lives of others.

Beyond community service, the trip also provided valuable opportunities for cultural exchange and team bonding. Employees gained a deeper appreciation of Cambodian culture while building stronger relationships with colleagues from different departments who seldom have the opportunity to work together.

The inaugural CSR mission was a rewarding and enriching experience for everyone involved, inspiring a shared commitment to continue serving communities in need. Many participants look forward to returning for future CSR initiatives.



**THANKS TO YOU,
WE ARE MAKING HOPE REAL IN NEPAL
AND CAMBODIA!**

