



# Saving Dogs, Touching Lives



MercyLight Animal Rescue and Sanctuary  
Annual Report 2025

# Our Objects

Our objects, as set out in our Memorandum and Articles of Association, are aligned with our mission to:

- Promote compassion for animals through the provision of animal welfare services and prevention of cruelty to animals.
- Rescue, provide food and shelter, and medical care for animals to curtail stray population.
- Promote the adoption of animals, and to render any help regardless of breed.
- Relieve the suffering of animals, whether the suffering is caused by cruelty or otherwise.
- Conduct outreach programs to promote animal appreciation and welfare.
- Do all other things that may appear to the charity to be incidental or conducive to the attainment of the objects or any of them for the benefit of the animal welfare movement, which may include but are not limited to the following:
  - Provide immediate medical attention to animals wounded by vehicles, abuse by humans or other pet animals;
  - Treat terminally ill animals and animals abandoned on the streets;
  - Construct adequate infrastructure for taking care of sick and stray animals;
  - Advance literacy and general education and publish books, periodicals and other literature to promote animal welfare and stopping cruelty upon animals;
  - Cooperate with institutions having similar aims and objects and to work in coordination with the animal welfare organisations;
  - Offer assistance to other institutions with similar objectives, professionally and financially; and
  - Receive donations for the abovementioned objectives.

# Vision

To improve the quality of lives of animals through rescue, rehabilitation and re-homing them.

# Mission

To increase public awareness and acceptance of stray dogs as companion animals that deserve to be treated with compassion and kindness, through education, advocacy and community outreach.

# Values

*Compassion* | *Kindness* | *Integrity* | *Transparency*



# Contents

Message from the Chairman .....	05
2025: A Year of Resilience and Second Chances .....	06
• <i>When Hope Could Not Wait: Giving Dogs a Second Chance</i>	
• <i>The Journey Home: Helping Dogs Heal, Trust and Thrive</i>	
• <i>Growing a Community of Compassion</i>	
• <i>The People Behind Every Second Chance</i>	
Stories That Defined 2025 .....	10
• <i>Brownie's Second Spring: From Neglect to Nurturing</i>	
• <i>The Long Wait: Poppy and Dante's Road to Redemption</i>	
• <i>Blessing's Return Home: Love Never Gives Up</i>	
• <i>One Community, One Pack: Celebrating Second Chances</i>	
Year in Review .....	14
Fund Raising Activities .....	16
Summary Financial Performance .....	17
Our Future Plans .....	18
Our Board .....	22
Our Management Team .....	25
Governance Policies .....	27
Governance Evaluation Checklist .....	28
Audited Financial Statements 2025 .....	34
Corporate and Contact Information .....	38



# Message

## From the Chairman



**Samuel Lim**  
*Chairman*

Dear Friends, Donors, and Partners,

This past year tested the resilience of our organization. From critical emergency rescues to navigating a severe tick outbreak that affected nearly one-third of our kennel, Mercylight remained an unwavering sanctuary for every dog in our care. Thanks to the relentless dedication of our 100-strong volunteer community, we continued to provide daily love, rehabilitation, and medical monitoring to nearly 70 dogs across our shelter and foster network.

### **2025 At A Glance: Impact & Resilience**

- **11 Lives Saved:** Rescued dogs from abandonment, extreme neglect, and uncertain futures, including senior dogs like Brownie and long-term rescue cases like Poppy and Dante.
- **15 Forever Homes:** Successfully rehomed 15 Singapore Specials into loving family environments, providing ongoing post-adoption support to ensure lifelong success.
- **Community of Compassion:** Partnered with the College of Alice & Peter Tan (CAPT), engaging 250 students in hands-on animal welfare, and connected with thousands of members of the public across major national pet expos and community drives.
- **A Lifelong Promise:** Welcomed back 14-year-old Blessing into our shelter with open arms, honoring our core philosophy: once a Mercylight dog, always a Mercylight dog.

### **Financial Stewardship & Trust**

As a 100% volunteer-run charity with zero paid staff, financial transparency and efficient stewardship remain our highest priorities.

In FY2025, Mercylight recorded a total revenue of \$519,763 (an 8% increase from FY2024) and achieved a net surplus of \$58,756. We are proud to report that our fundraising expense ratio stands at an exceptionally efficient 0.94%, well below the 30% regulatory threshold. Furthermore, 69% of our total expenditure went directly into hands-on animal care, with 48% dedicated strictly to medical supplies and veterinary services to give our dogs the quality of life they deserve.

### **Looking Ahead to 2026**

In September 2025, we formally adopted our Environmental, Social, and Governance (ESG) framework to strengthen our long-term sustainability, enhance our facility's biosecurity protocols, and upgrade shelter infrastructure. As we step into 2026, we are also carefully managing a structured, 18-month leadership transition plan to welcome new professional talent to our board while safeguarding the deep institutional knowledge of our founding members.

Our mission to rescue, rehabilitate, and rehome is only possible because of you. To our volunteers who power our kennels daily, the donors who fund our medical campaigns, and the adopters who open their hearts - thank you for building a more compassionate society, one second chance at a time. With Faith, Hope and Charity, we look forward to rescuing more animals in the coming year.

# 2025: A Year of Resilience and Second Chances

## When Hope Could Not Wait: Giving Dogs a Second Chance

2025 tested the resilience of both our dogs and our people. From emergency rescues and neglect cases to an unprecedented tick outbreak that affected nearly one-third of our kennel population, Mercylight remained steadfast in its commitment to every dog entrusted to our care.

Throughout the year, we rescued 11 dogs from abandonment, neglect, breeder-related cases and uncertain futures. Each rescue represented more than a number - it was a life given a second chance.

Among the year's most significant rescues were Brownie, a senior dog rescued from prolonged neglect and confinement, and Poppy and Dante, who had spent two years waiting for help while battling medical and behavioural challenges. Mercylight also welcomed dogs redeemed through NParks circulation efforts, ensuring they would not be left without options when no other placements emerged.

Even amid the severe tick outbreak at The Animal Lodge, our team and volunteers continued daily health monitoring, treatment, rehabilitation and care for nearly 70 dogs. Their unwavering dedication ensured that every Blessing received the support needed during one of the shelter's most challenging periods.



2025: A Year of Resilience and Second Chances

## The Journey Home: Helping Dogs Heal, Trust and Thrive

Rescue is only the beginning.

At MercyLight, rehabilitation means helping dogs heal physically, emotionally and behaviourally so they can thrive in family homes. Through patient socialisation, structured routines, veterinary treatment, rehabilitation programmes and positive experiences, many dogs who once feared people learned to trust again.

In 2025, 15 dogs found loving homes through our adoption programme. Families welcomed dogs of different ages, personalities and backgrounds, proving that rescued dogs and Singapore Specials can become extraordinary companions.

Successful adoptions such as Akira, Ebba, Emma, Gia, Uno, Hachiko, Kiko and Ebi highlighted the importance of careful matching, responsible adoption practices and ongoing post-adoption support. Every placement involved careful screening, home assessments and guidance to ensure lifelong success. Today, these dogs are no longer shelter residents. They are beloved family members sleeping safely on couches, celebrating birthdays, going on holidays and creating new memories with the people who chose to give them a second chance.



2025: A Year of Resilience and Second Chances

## Growing a Community of Compassion

Mercylight's mission extends beyond rescue and adoption. We believe lasting change happens when communities come together to create a more compassionate society for animals.

One of the year's highlights was our partnership with the College of Alice & Peter Tan (CAPT) through its PACE (People, Animal, Community, Engagement) programme. 250 students committed ten weeks of their semester to caring for Mercylight dogs, learning firsthand the realities of animal welfare, responsibility and service. The program culminated in a memorable finale at Wag & Wild, a water park for dogs, where students and dogs alike splashed into joy, celebrating a semester of care and connection.

What began as a community engagement project evolved into meaningful friendships, personal growth and a deeper understanding of rescue work. Several students continued volunteering long after the programme ended, demonstrating the lasting impact of hands-on animal welfare involvement.

Throughout the year, Mercylight also participated in adoption drives, outreach events and community initiatives, including Pet Expo, DogathonSG, South Beach Avenue, Bishan Park, Star Vista and Potong Pasir Pets Carnival. These engagements allowed us to connect with thousands of members of the public, raise awareness about adoption and responsible pet ownership, and inspire more people to support rescue work.

Every conversation, every volunteer hour and every adoption enquiry helped strengthen the growing community that stands behind Mercylight's mission.



2025: A Year of Resilience and Second Chances

## The People Behind Every Second Chance

Mercylight exists because of people who choose compassion.

Behind every rescue story is a dedicated community of about 100 volunteers whose commitment makes our work possible. From sunrise to late evening, volunteers provide far more than food and shelter - they offer the care, patience and human connection that help traumatised and abandoned dogs learn to trust again.

A typical day at the shelter is powered almost entirely by volunteers. Morning teams begin with kennel cleaning, meal preparation, medication administration and exercise, ensuring every dog starts the day healthy and comfortable. Throughout the day, volunteers support rehabilitation exercises, behavioural training, medical monitoring and enrichment activities tailored to each dog's individual needs. In the evenings, they return to walk, feed and settle the dogs, ending the day with reassurance and companionship.

Beyond daily routines, volunteers play a critical role in every stage of a dog's journey - from rescue and recovery to rehabilitation and eventual rehoming. They transport dogs to veterinary appointments, provide post-operative care, support training programmes, assist at adoption drives and help potential adopters understand each dog's unique personality and needs.

In 2025, volunteers also rose to the challenge during the severe tick outbreak at The Animal Lodge, conducting daily health checks, administering preventive care and providing additional support to affected dogs. Their unwavering commitment ensured that every dog continued to receive the attention and treatment needed during one of the shelter's most challenging periods.

As Mercylight continues to care for more than 70 dogs across the shelter and foster network, the support of our 100-strong volunteer community remains as important as ever. Every walk, every meal prepared, every training session and every comforting touch contributes to a rescued dog's journey towards healing and a second chance at life.



# Stories That Defined 2025

## **Brownie's Second Spring: From Neglect to Nurturing**



Among the many faces of resilience at Mercylight, Brownie's story in 2025 stands as a poignant reminder of the enduring spirit of neglected animals. This 9-year-old Singapore Special arrived at our doorstep through the compassionate plea of a former volunteer, Ally, who recognised his silent suffering. Brownie had spent most of his life confined in deplorable conditions, leaving him severely underweight, weak, and battling a persistent skin infection that refused to heal in his previous environment.

Despite the hardships he endured, Brownie's gentle nature remained intact. He was calm on a leash and showed an affectionate disposition towards people, a testament to his inherent goodness. On April 2, Mercylight secured a temporary foster home for him, a crucial step that provided him with the safe, caring space he desperately needed to rest, recover, and begin his healing journey. His appearance at the Pet Expo on April 27, a mere few weeks after his rescue, was a quiet triumph, showcasing his progress and resilience. Brownie's story is a powerful narrative of how a second chance, coupled with dedicated care and a nurturing environment, can transform a life marked by neglect into one blooming with hope

Stories That Defined 2025

## The Long Wait: Poppy and Dante's Road to Redemption

In the tapestry of Mercylight's 2025 triumphs, the story of Poppy and Dante Blessing is a profound testament to patience, perseverance, and the unwavering belief that every dog deserves a chance at a full life. This inseparable pair, found on Changi Jetty Road, had spent two long years under the care of NParks, their path to adoption fraught with challenges. Their redemption by Mercylight in June 2025 marked not just a rescue, but the beginning of a dedicated journey of healing.



Poppy and Dante arrived with a complex set of needs, both behavioural and medical. They faced issues with allergies, difficulty with handling, and, most critically, heartworm disease, with Poppy's condition being particularly serious. Their two-year wait had tested their spirits, but their bond remained unbroken. Mercylight embraced these challenges, committing to a long and delicate treatment process. Their story highlights the depth of care provided at the sanctuary. It is a powerful reminder that some of the most deserving souls require the most dedicated intervention, and that with time, love, and expert care, even the most challenging pasts can give way to a future filled with hope and the promise of a loving home.



Stories That Defined 2025

## **Blessing's Return Home: Love Never Gives Up**

At fourteen years old, Blessing should have been enjoying her golden years peacefully.

Instead, circumstances led her family to consider surrendering her after concerns about a child's medical condition. Faced with the possibility of losing her home at an advanced age, Blessing returned to MercyLight.

Senior dogs are often the most vulnerable when they lose their families. Yet MercyLight welcomed Blessing back with open arms, determined to ensure she would remain safe, cared for and loved.

Her story is a testament to our promise that once a MercyLight dog, always a MercyLight dog.

Stories That Defined 2025

## One Community, One Pack: Celebrating Second Chances

This cherished tradition, a vibrant celebration of community and second chances, brought together over 90 dogs and their human companions, transforming the bustling Orchard Road into a heartwarming parade of wagging tails and joyful barks.

For the shelter dogs, this walk was a rare and exhilarating adventure, an opportunity to experience the sights, sounds, and smells of the city, far removed from their kennels. It was a chance to meet their adopted friends, dogs who had once shared their plight but now walked confidently alongside their loving families.

For the volunteers, it was a moment of profound connection, seeing the happy, thriving faces of dogs they had nurtured and cared for in years past. The Christmas Walk is more than just a stroll; it's a reunion, a celebration of new beginnings, and a vivid demonstration of how the MercyLight community continues to grow and expand, united by a shared love for animals. It reminds us that every dog, regardless of their past, deserves to feel the warmth of a loving community, especially during the most wonderful time of the year.



# Year in Review: A Year of Rescue, Hope, and Second Chances

## January

New Beginnings: Celebrated the successful rehoming of Enzo, Zeki, and Liam.

## February

DogathonSG: Took part in the National Dog Walking Day mass walk on Feb 22, promoting a healthy lifestyle and bonding between owners and their pets.

SMU Animal Day 2025: Adoption drive promoting rescue, adoption and animal welfare awareness.

## March

Akira's Homecoming: Akira found his forever home

## April

Pet Expo 2025: A major adoption drive at the Singapore Expo (April 25-27).

Queenstown Dog Run and Adoption Drive: Adoption drive and community outreach at the opening of Queenstown's new dog run.





### May

Asker's Adoption: Asker was successfully rehomed.

Wag & Wild Outing: A joyful finale for the CAPT PACE student volunteers and our kennel dogs.

Obedience Graduation: Three shelter dogs graduated from their 7-week obedience course on May 31.

### June

The June Five: Celebrated the rehoming of 5 rescued pedigrees Kiko, Hachiko, Ebi, Uno, and Oreo.

CSR Engagement: Hosted volunteers from the Royal Bank of Canada.

### July

SingaPAW Weekend 60: Continued our outreach in the community.

CSR Engagement: Welcomed volunteers from Tricentis.

### August

Be Their Guardian Angel Campaign: Launched our major fundraising drive on Aug 13.

Singapore Specials Day 2025 & Singapore Pet Festival (SGPF): Successful adoption drives and community engagement.

Gia & Emma's Adoptions: Celebrated two more dogs finding their forever homes.

### September

Pets Social Ground: A vibrant event connecting potential adopters with our dogs.

### November

Potong Pasir Pets Carnival 2025: A festive adoption drive and community celebration.

Ted, Miyoo & Luka's Adoptions: Celebrated three more dogs finding their forever homes.

CSR Engagement: Hosted volunteers from Tik Tok.

### December

Christmas Pack Walk: Our annual tradition at Orchard Road with over 90 dogs and humans celebrating the season together.

CSR Engagement: Hosted volunteers from the NUS Academy.

# Fund Raising Activities

The funds raised from the fund-raising activities were applied towards the care and welfare of the dogs under its charge, including veterinary treatment, food, shelter maintenance and operational expenses. The Charity did not engage any commercial fund-raisers during the financial year.

## “Rescue, Heal, Restore Homeless Dogs”

Campaign under Enhanced Fund-Raising Program by Tote Board with government dollar-for-dollar matching.

1 January – 31 March 2025

**\$87,016 + \$69,208**

(government matching)

## Benevity

Online giving platform

1 January – 31 December 2025

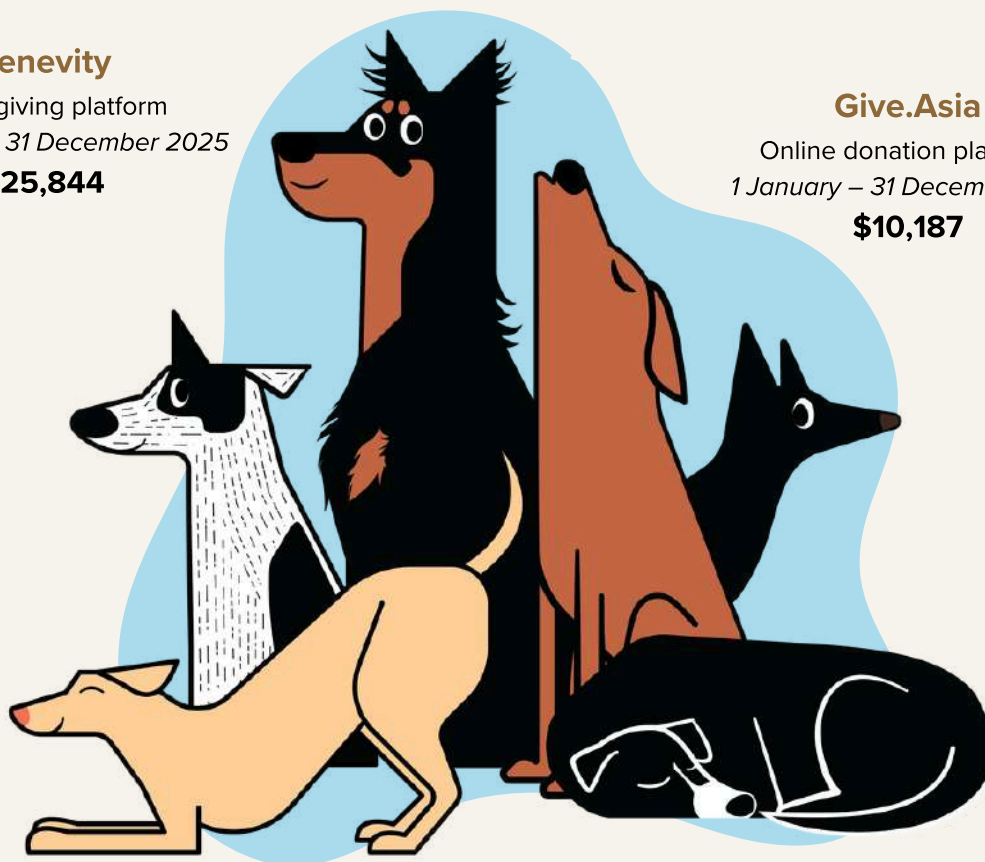
**\$25,844**

## Give.Asia

Online donation platform

1 January – 31 December 2025

**\$10,187**



## “Be Their Gaurdian Angel: Fund Healing For Homeless Dogs”

Campaign under Enhanced Fund-Raising Program by Tote Board with government dollar-for-dollar matching.

13 August 2025 – 31 March 2026

**\$197,139 + \$197,139**

(government matching)

(Amount raised as of 31 December 2025)

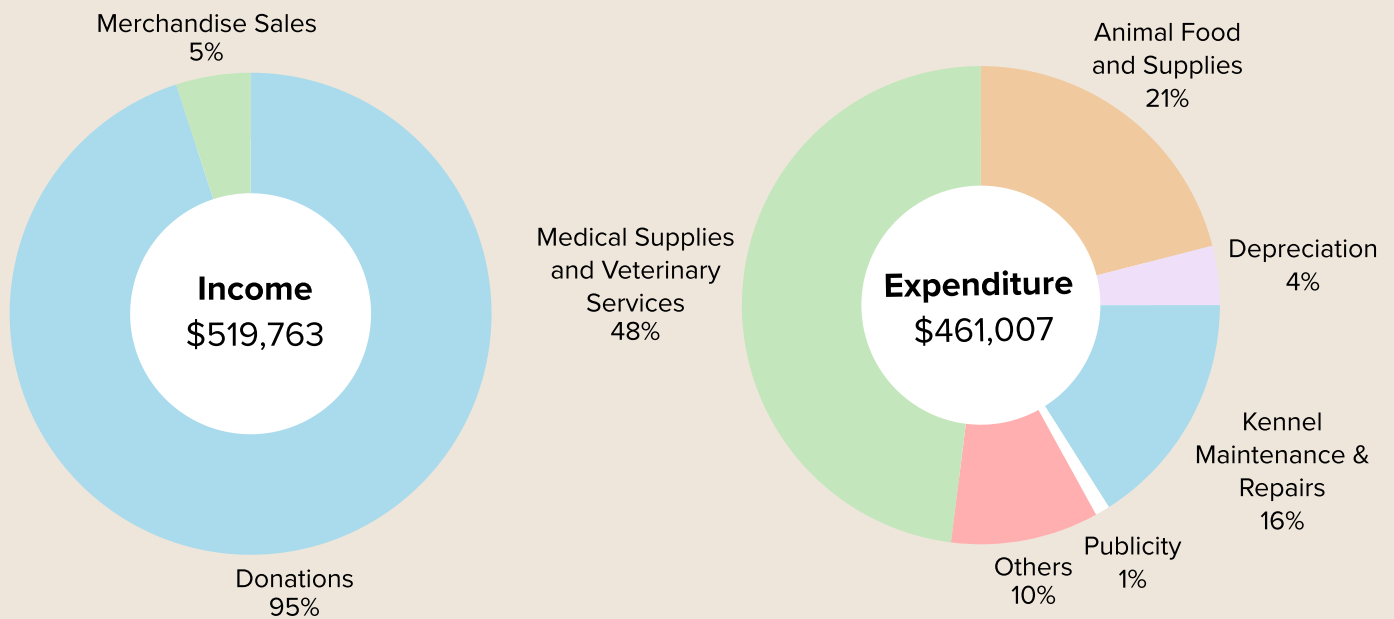
## Giving.sg

Online donation platform

1 January – 31 December 2025

**\$83,165**

# Summary Financial Performance



Mercylight recorded total revenue of \$519,763 in FY2025, an increase of 8% from \$481,565 in FY2024. Revenue comprised donations of \$254,047, government campaign income of \$237,066, donations-in-kind of \$4,800 and sales of goods of \$23,850.

The Charity achieved a surplus of \$58,756 for the financial year (FY2024: \$196,728). The lower surplus compared to the previous year was primarily due to the absence of the one-off government grant of \$250,000 received in FY2024.

The Charity's largest expenditure categories continued to be directly related to animal welfare operations, including Veterinary services and medical supplies (\$222,791), Animal food and supplies (\$98,858), Kennel maintenance (\$73,476) and Utilities (\$12,327).

The Charity's fund-raising expense ratio of 0.94% is significantly below the 30% regulatory threshold and demonstrates highly efficient fund-raising practices. The Charity therefore complied fully with the 30/70 fund-raising rule during FY2025.

# Our Future Plans for 2026

Looking ahead to 2026, Mercylight remains committed to giving homeless dogs a second chance through rescue, rehabilitation and rehoming. As the number and complexity of rescue cases continue to grow, Mercylight will focus on strengthening its animal welfare programmes while expanding community engagement and volunteer support.

## Key priorities for 2026 include:

- Continuing to rescue and provide care for homeless, abandoned and at-risk dogs in Singapore.
- Enhancing rehabilitation, training and socialisation programmes to improve the welfare and adoptability of dogs under our care.
- Increasing adoption opportunities through regular adoption drives and outreach events across Singapore.
- Strengthening volunteer recruitment, training and retention to support shelter operations and animal care.
- Expanding partnerships with schools, universities, corporates and community organisations to promote responsible pet ownership and animal welfare awareness.
- Continuing to improve shelter operations, animal care standards and governance practices to ensure long-term sustainability.

Mercylight will also continue to invest in community engagement programmes that allow members of the public to interact with rescue dogs, learn about animal welfare issues and support the mission of giving every dog the opportunity for a safe and loving home.



# Fundraising Plans for 2026

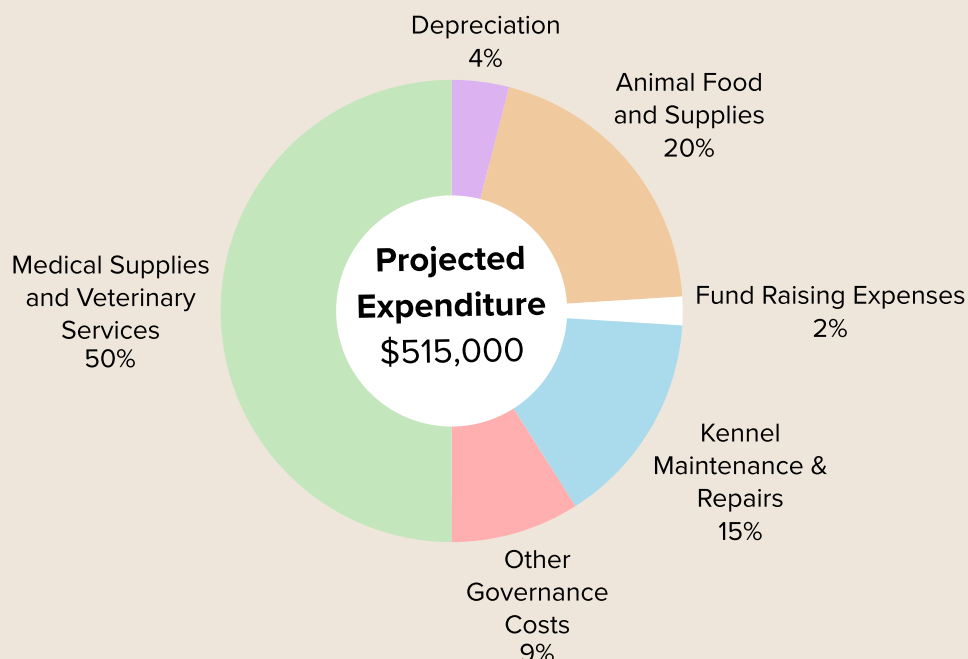
Community support remains essential to MercyLight's ability to rescue, rehabilitate and care for homeless dogs. In 2026, MercyLight will continue to strengthen its fund-raising efforts to ensure the sustainability of its animal welfare programmes and shelter operations.

## Key priorities for 2026 include:

- Conducting public donation appeals to support the rescue, rehabilitation and medical treatment of homeless dogs.
- Expanding online fund-raising initiatives and digital outreach to engage a wider community of supporters.
- Promoting the MercyLight 2027 Charity Calendar and other merchandise to raise funds and awareness for animal welfare.
- Participating in adoption drives, community outreach events and pet-related exhibitions to encourage public support and responsible pet ownership.
- Strengthening partnerships with corporates, schools, universities and community groups through donation drives, sponsorships and employee engagement programmes.
- Encouraging recurring giving and long-term donor support to provide sustainable funding for the dogs under our care.

MercyLight remains committed to conducting all fund-raising activities responsibly and cost-effectively. Funds raised will be used to support rescue operations, veterinary treatment, food and supplies, shelter maintenance, rehabilitation programmes and other essential expenses related to the care and welfare of the dogs entrusted to us. With the continued support of donors, volunteers, adopters and partners, MercyLight looks forward to creating more opportunities for homeless dogs to heal, thrive and find loving homes.

## Expenditure Plans for 2026



# Environmental, Social and Governance (ESG)

In September 2025, Mercylight formally adopted its Environmental, Social and Governance (ESG) Policies and Procedures to strengthen the integration of sustainability, animal welfare, stakeholder engagement, and governance practices across the organisation. The ESG framework reflects the charity's commitment to operating responsibly, transparently, and sustainably while advancing its mission of rescuing, rehabilitating, and rehoming homeless dogs.

## **Environmental Stewardship**

Mercylight recognises its responsibility to minimise the environmental impact of its shelter operations while maintaining a safe and healthy environment for the dogs under its care. During the year, the charity continued to promote responsible use of resources, including water and electricity, and implemented measures to improve the sustainability and resilience of its shelter facilities.

To improve hygiene standards and reduce long-term maintenance requirements, Mercylight replaced ageing wooden kennel doors that had deteriorated due to repeated washing, corrosion, and wear and tear. The new aluminium doors are more durable, corrosion-resistant, and better suited for regular cleaning and disinfection, supporting both animal welfare and operational efficiency.

In response to increasingly warm weather conditions, Mercylight also upgraded its shelter ventilation system by installing industrial fans throughout the kennel areas. The improved airflow enhances the comfort and well-being of the dogs, volunteers, and caregivers while contributing to a healthier shelter environment.

The Board also approved the transition to a more cost-effective electricity provider to support operational sustainability and prudent resource management.

## **Social Responsibility**

The welfare of the dogs under our care remains at the heart of everything we do. Mercylight continued to provide shelter, veterinary care, rehabilitation, behavioural support, and enrichment activities to improve the quality of life of rescued dogs.

Mercylight also benefited from the dedication of approximately 100 volunteers who contributed their time and expertise to animal care, adoption drives, fundraising activities, community outreach, and shelter operations. Through partnerships with schools, corporations, and community groups, Mercylight continued to promote responsible pet ownership and greater awareness of animal welfare issues in Singapore.

# Environmental, Social and Governance (ESG)

## Governance and Risk Management

The Board remains committed to maintaining high standards of governance, accountability, and transparency. During the year, the Board approved and implemented several key governance policies, including the ESG Policies and Procedures, IT, Data Privacy and Cybersecurity Policies and Procedures, and Service or Quality Standards Policy.

During 2025, the shelter encountered an animal health and biosecurity challenge involving a tick infestation at The Animal Lodge. The incident was promptly addressed through veterinary treatment, enhanced cleaning protocols, intensified pest-control measures, and closer monitoring of affected dogs. Following a review of the incident, the Board strengthened Mercylight's risk management framework by formally recognising animal health and biosecurity risks within its ESG and operational risk registers. Additional preventive measures were introduced to reinforce shelter hygiene, environmental management, and animal welfare monitoring.

The Board believes that strong governance, responsible stewardship of resources, and a commitment to continuous improvement are essential to ensuring that Mercylight remains a trusted and sustainable organisation serving the welfare of homeless and abandoned dogs.



# Our Board

Mercylight is governed by a Board, which is a governing body responsible for overseeing and managing it. The Board of Directors is committed to advancing Mercylight's mission, ensuring compliance with its constitution and attaining high standards of corporate governance and accountability to our stakeholders.

All Board members serve on a voluntary basis. No remuneration, Board fees, or other benefits were paid to any Board member for services rendered to the charity during the financial year.

Mercylight is operated entirely by volunteers and does not employ any staff. Accordingly, there were no staff members who were close family members of any Board member during the financial year.

## **Board Renewal and Succession Planning**

Mercylight adopts a standard board term limit of 10 consecutive years to ensure healthy board renewal, in accordance with the Code of Governance for Charities and IPCs.

As of January 2025, co-founders Ms Kelly Lim and Ms Lim Mui Wee completed their 10<sup>th</sup> consecutive year of service on the governing board, having served since incorporation in January 2015. To ensure full alignment with the Code of Governance for Tier 2 IPCs, a formal resolution was presented at the Annual General Meeting (AGM) held in May 2026, where the general membership explicitly voted to ratify their continuous service since January 2025 and approve a temporary extension of their board terms. This extension is critical to safeguard deep institutional knowledge, manage sensitive stakeholder relationships, and maintain operational continuity during upcoming regulatory milestones. Both co-founders serve entirely as volunteers and receive zero financial remuneration.

Succession Plan: The Board has implemented a structured transition timeline.

**Phase 1 (Months 1–12):** The Nominating Committee will actively scout for professional talent (e.g., corporate governance, finance, shelter management) to join the board and expand its skill mix.

**Phase 2 (Months 12–18):** The co-founders will mentor incoming members and execute a systematic handover of core operational portfolios and compliance workflows.

**Phase 3 (Post-Transition):** Upon the conclusion of this transitional extension, the co-founders will step down from the voting governing board and transition into non-voting advisory roles.

## Our Board

**Board Changes**

Ms Lim Bee Lan retired from the Board upon the completion of her three-year term of office on 30 April 2026. The Board thanks her for her dedicated service and valuable contributions to MercyLight during her tenure.

The Board of Directors held 5 meetings in 2025.

Position	Name	Date of Appointment	Date of Last Re-election	Attendance
Chairman	Mr Samuel Lim Wai Young	April 2020	May 2026	5/5
Vice-Chairman	Mr Toh Khai Yeow	April 2020	May 2026	5/5
Treasurer	Ms Tan Ming Ming Karen	April 2019	April 2025	5/5
Secretary	Ms Lim Mui Wee	January 2015	January 2024	5/5
Member	Ms Kelly Lim	January 2015	January 2024	5/5
Member	Mr Tan Tong Leng	April 2020	May 2026	5/5
Member	Ms Lim Bee Lan (Lin Meilan)	April 2020	April 2023	5/5

Note: Mr Samuel Lim Wai Young, Mr Toh Khai Yeow and Mr Tan Tong Leng completed their terms in April 2026 and were successfully re-elected to the Board at the Annual General Meeting held in May 2026.

**Mr Samuel Lim Wai Young**

Chairman

*Private Equity Investor*

Samuel Lim holds a Chemical Engineering Degree from the National University of Singapore and an MBA from Victoria University, Australia. He has held senior managerial positions in various multinationals.

## Our Board

### **Mr Toh Khai Yeow**

Vice-Chairman

*Finance/Operations Manager, Swee Premix*

Khai Yeow has a Bachelor of Business Administration Degree from the University of Wisconsin, Madison. He is manager of Swee Premix. A generous supporter of animal welfare, he has a penchant for dogs and pets, and enjoys working for a good and greater cause.

### **Ms Tan Ming Ming Karen**

Treasurer

*Director, Nonslip Solutions Pte Ltd*

Karen Tan is currently a Director at Nonslip Solutions Pte Ltd, which deals with various coating treatments. Karen has been actively involved in the welfare of animals in the last 15 years.

### **Ms Lim Mui Wee**

Secretary

*Education Officer, Ministry of Education*

Mui Wee holds a Business Administration Degree from the National University of Singapore and a Post-Graduate Diploma in Education from the Nanyang Technological University. She works as an Education Officer for the Ministry of Education. She has been involved in the set-up of Mercylight and is currently actively involved in the running of the shelter.

### **Ms Lim Kelly**

Member

*General Manager, Mercylight Animal Rescue And Sanctuary Limited*

Kelly Lim holds a Bachelor of Arts Degree with merit from the National University of Singapore. Kelly is the Founder of Mercylight and has been actively involved in animal welfare for the past 17 years. She is currently the General Manager of the shelter.

### **Mr Tan Tong Leng**

Member

*Private Equity Investor*

Tong Leng is an experienced operation management practitioner with about 30 years' experience. He has worked in a variety of leadership and talent development roles. Tong Leng has been actively involved in various self-help groups and has a keen interest in the welfare of animals.

### **Ms Lim Bee Lan**

Finance Manager

*Far East Management (Private) Limited*

Bee Lan holds a Bachelor of Accountancy Degree from Nanyang Technological University. She is also a Chartered Accountant of Singapore with the Institute of Singapore Chartered Accountants. Currently, she works as Finance Manager for Far East Management (Private) Limited. She has more than 20 years of experience in audit, accounting, and finance-related work.

# Our Management Team

The Management Team is headed by its Founder Kelly Lim. She is supported by six key position holders, who render their services on a voluntary basis:

**Faith Teng**

Publicity  
(appointed since March 2020)

**Veronica Tan**

Education & Outreach  
(appointed since March 2020)

**Karis Wong**

Fundraising  
(appointed since June 2023)

**Alyssa Lim**

Finance  
(appointed since March 2020)

**Janice Khoo**

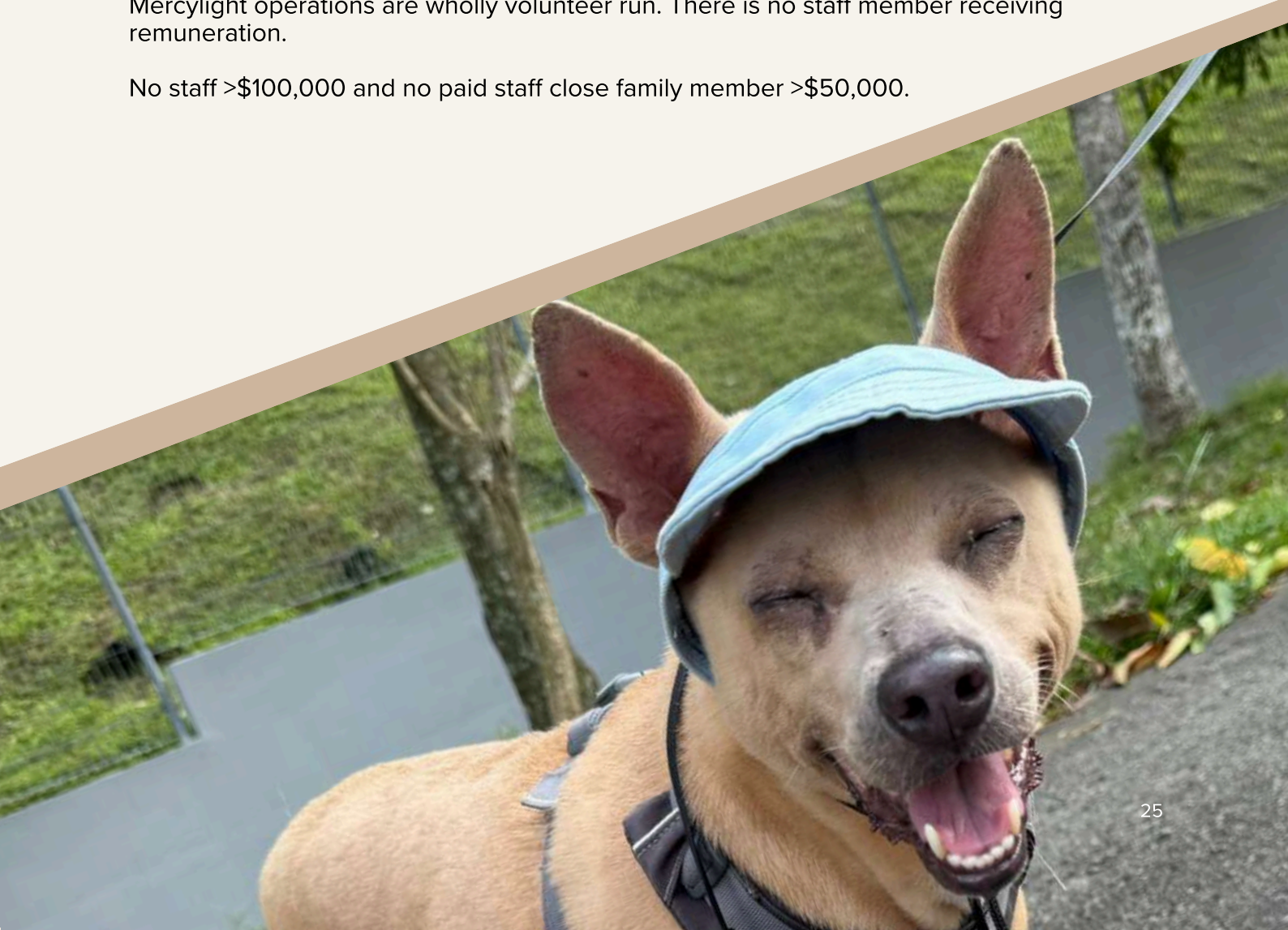
Corporate Services  
(appointed since March 2020)

**Mark Quek**

Legal  
(appointed since March 2020)

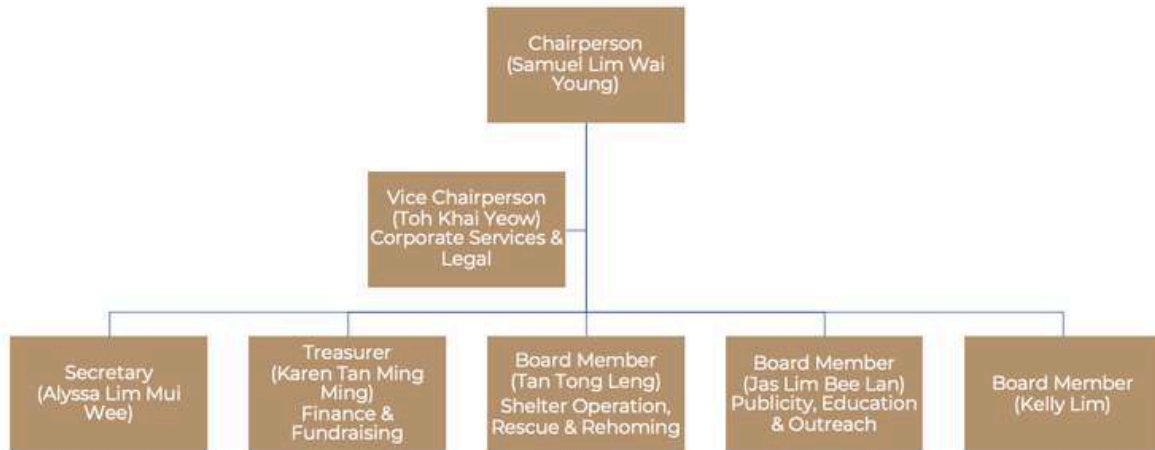
Mercylight operations are wholly volunteer run. There is no staff member receiving remuneration.

No staff >\$100,000 and no paid staff close family member >\$50,000.

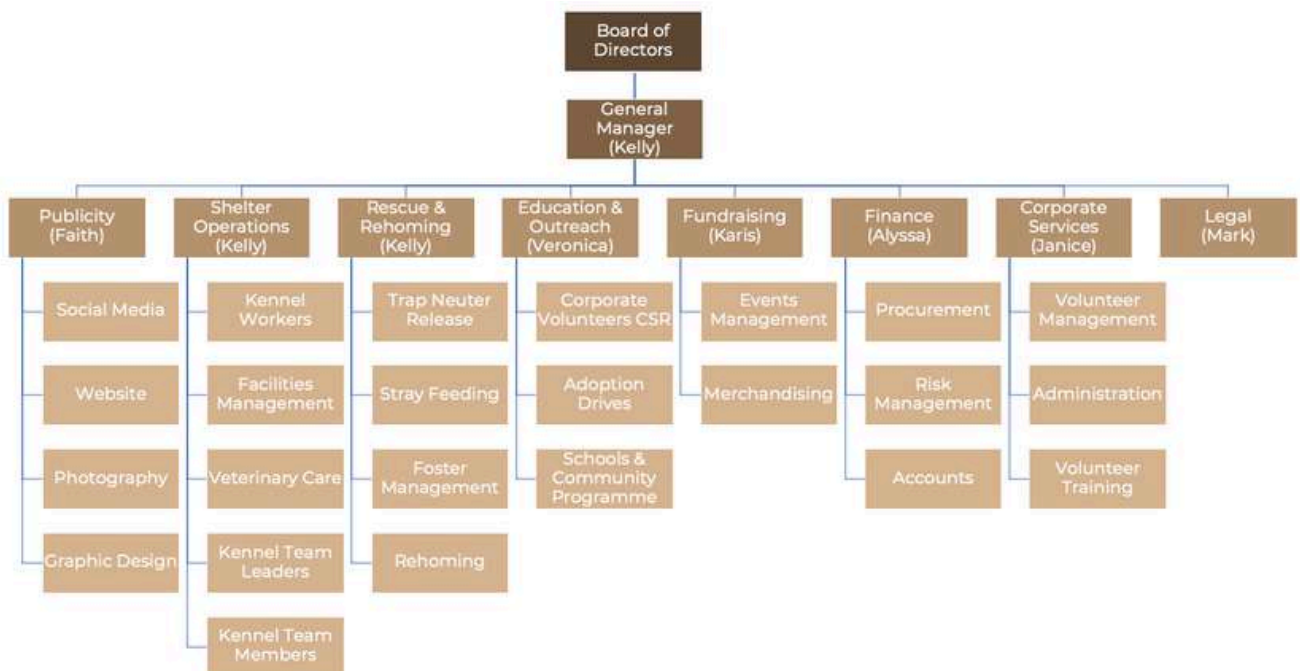


Our Management Team

### Board of Directors



### Mercylight Organisation Chart



# Governance Policies

## Conflict of Interest Policy

The Board has established a Conflict of Interest Policy to assist in identifying and managing potential areas of conflict. All directors and key management personnel are required to disclose to the Board any situation of conflict, actual or potential, that may arise. They are required to submit a conflict of interest declaration in the form provided annually. They abstain from decision-making and are not allowed to vote on matters where they have a conflict of interest.

## Whistleblowing Policy

Mercylight has established a Whistleblowing Policy that provides a confidential channel for Board members, staff, volunteers, and other stakeholders to report concerns relating to misconduct, financial irregularities, breaches of policies, animal welfare issues, or other improper conduct. Reports are reviewed and investigated objectively by designated Board members, and appropriate follow-up actions are taken where necessary. Mercylight does not tolerate retaliation against any person who raises a concern in good faith.

## Reserves

The Board aims to maintain reserves equivalent to approximately one year of the charity's operating expenditure to support the continuity of programmes and operations. The charity does not maintain any designated, endowment, or donor-restricted funds. Its funds are held primarily in cash to meet operational and contingency requirements. The adequacy of the reserves is reviewed periodically by the Board.

	As of 31 December 2025	As of 31 December 2024
(A) Total Unrestricted Funds	\$1,408,174	\$1,349,418
(B) Total Annual Operating Expenditure	\$461,007	\$534,837
Ratio of Reserves (Formula = A/B)	3.1 : 1	2.5 : 1

## Loans

Mercylight does not provide any loans to any director, employee, board committee member or any other parties.

## Donations

The charity does not make donations or grants to external parties outside its charitable purposes. To strengthen financial controls and accountability, Mercylight does not accept cash donations. Donations are received through traceable channels, including cheques, bank transfers, PayNow, and authorised fundraising platforms such as Giving.sg, Give.Asia, and Benevity. These arrangements support transparency and facilitate proper recording and monitoring of all donations received.

## Other Policies

- Board Policy
- Volunteer Management Policy
- Financial Management and Internal Controls
- Fundraising Policy
- Human Resources and Payroll Management Manual
- Program Management Policy
- Communication Policy
- Investment Policy
- Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) Policy
- IT, Data Privacy and Cybersecurity Policy
- Environmental, Social and Governance (ESG) Policy
- Service or Quality Standards Policy

# Governance Evaluation Checklist

S/N	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated “No” or “Partial Compliance”, please explain.	Score
<b>Principle 1: The charity serves its mission and achieves its objectives.</b>					
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	Yes		2
<b>Principle 2: The charity has an effective Board and Management.</b>					
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance  *Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2

8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	2.6	Yes		2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2

13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	<p>As of January 2025, co-founders Kelly Lim and Lim Mui Wee completed their 10th consecutive year of service on the governing board, having served since incorporation in January 2015. To ensure full alignment with the Code of Governance for Tier 2 IPCs, a formal resolution was presented at the Annual General Meeting (AGM) held in May 2026, where the general membership explicitly voted to ratify their continuous service since January 2025 and approve a temporary extension of their board terms. This extension is critical to safeguard deep institutional knowledge, manage sensitive stakeholder relationships, and maintain operational continuity during upcoming regulatory milestones. Both co-founders serve entirely as volunteers and receive zero financial remuneration.</p> <p>Succession Plan: The Board has implemented a structured transition timeline.</p> <p>Phase 1 (Months 1–12): The Nominating Committee will actively scout for professional talent (e.g., corporate governance, finance, shelter management) to join the board and expand its skill mix.</p> <p>Phase 2 (Months 12–18): The co-founders will mentor incoming members and execute a systematic handover of core operational portfolios and compliance workflows.</p> <p>Phase 3 (Post-Transition): Upon the conclusion of this transitional extension, the co-founders will step down from the voting governing board and transition into non-voting advisory roles.</p>	2
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14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	2.9d	Yes		2
<b>Principle 3: The charity acts responsibly, fairly and with integrity.</b>					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
<b>Principle 4: The charity is well-managed and plans for the future.</b>					
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	4.1a	Yes		2

22	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		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 (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		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
<b>Principle 5: The charity is accountable and transparent.</b>					
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
<b>Principle 6: The charity communicates actively to instil public confidence.</b>					
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

# Audited Financial Statements 2025

## STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	2025 \$	2024 \$
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment	11	-	-
Right-of-use-asset	17	18,387	38,445
		<u>18,387</u>	<u>38,445</u>
<b>Current assets</b>			
Inventories	12	8,103	2,913
Other receivables	13	2,186	560
Cash and cash equivalents	14	1,430,592	1,363,056
		<u>1,366,529</u>	<u>1,366,529</u>
<b>Total assets</b>		<u>1,459,268</u>	<u>1,404,974</u>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Borrowings	16	-	19,655
<b>Current liabilities</b>			
Trade and other payables	15	31,439	15,776
Borrowings	16	19,655	20,125
		<u>51,094</u>	<u>35,901</u>
<b>Total liabilities</b>		<u>51,094</u>	<u>55,556</u>
<b>NET ASSET</b>		<u>1,408,174</u>	<u>1,349,418</u>
<b>FUNDS</b>			
Accumulated General Fund		<u>1,408,174</u>	<u>1,349,418</u>
<b>TOTAL FUNDS</b>		<u>1,408,174</u>	<u>1,349,418</u>

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		<b>2025</b>	<b>2024</b>
	<b>Note</b>	<b>\$</b>	<b>\$</b>
Revenue	4	519,763	481,565
<b><i>Other items of income</i></b>			
Other income	8	-	250,000
		519,763	731,565
<b><i>Other items of expense</i></b>			
Changes in inventories of finished goods and work-in-progress		(8,483)	(1,650)
Depreciation expense		(20,058)	(21,796)
Other operating expenses		(430,934)	(508,880)
Finance costs	9	(1,532)	(2,511)
<b>Surplus for the year</b>	10	<b>58,756</b>	<b>196,728</b>

**STATEMENT OF CHANGES IN FUNDS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<b>Accumulated General Funds \$</b>	<b>Total fund \$</b>
<b>At 1 January 2024</b>	1,152,690	1,152,690
Surplus for the year	<u>196,728</u>	<u>196,728</u>
<b>At 31 December 2024</b>	<u><u>1,349,418</u></u>	<u><u>1,349,418</u></u>
<b>At 1 January 2025</b>	1,349,418	1,349,418
Surplus for the year	<u>58,756</u>	<u>58,756</u>
<b>At 31 December 2025</b>	<u><u>1,408,174</u></u>	<u><u>1,408,174</u></u>

**STATEMENT OF CASH FLOWS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 \$	2024 \$
<b>Cash flows from operating activities:</b>			
<b>Surplus before tax</b>		58,756	196,728
Adjustments for:			
Depreciation of plant and equipment	11	-	1,739
Depreciation of right-of-use assets	17	20,058	20,057
Interest expenses		1,532	2,511
		<u>80,346</u>	<u>221,035</u>
Changes in working capital:			
Inventories		(5,190)	1,650
Other receivables		(1,626)	-
Trade and other payables		15,663	(2,800)
		<u>89,193</u>	<u>219,885</u>
<b>Net cash generated from operating activities</b>		<u>89,193</u>	<u>219,885</u>
<b>Cash flows from financing activities</b>			
Payment of principal portion of lease liability		(20,125)	(19,145)
Interest paid		(1,532)	(2,511)
		<u>(21,657)</u>	<u>(21,656)</u>
<b>Net cash used in financing activities</b>		<u>(21,657)</u>	<u>(21,656)</u>
<b>Net increase in cash and cash equivalents</b>		67,536	198,229
Cash and cash equivalents at 1 January		<u>1,363,056</u>	<u>1,164,827</u>
<b>Cash and cash equivalents at 31 December</b>		<u><u>1,430,592</u></u>	<u><u>1,363,056</u></u>

# Corporate & Contact Information

**Company Registration No.**

201502278Z

**Banker**

United Overseas Bank

**Registered under the COMPANIES  
ACT, (Chapter 50)**

PUBLIC COMPANY LIMITED BY  
GUARANTEE

**Auditor**

Credo Assurance LLP

**Governing Instrument**

M&AA

**Members**

Mr Samuel Lim Wai Young

Mr Toh Khai Yeow

Ms Tan Ming Ming Karen

Ms Lim Mui Wee

Ms Kelly Lim

Mr Tan Tong Leng

Ms Lim Bee Lan (Lin Meilan)

**Incorporation Date**

20 January 2015

**Company Secretary**

Tan Tat Ming James

**Registered Address**

59 Sungei Tengah Road  
#02-43 Singapore 699014

**Charity Status**

Charity Registration Date: 8 May 2020

**IPC Status**

24 January 2022 – 23 July 2028

# Contact Information

**Alyssa Lim**

*Director*





blessings@mercylight.org.sg

Telephone: 9180 7838



## MercyLight Animal Rescue And Sanctuary Limited

59 Sungei Tengah Road  
#02-43 Singapore 699014

-  [mercylight.org.sg](http://mercylight.org.sg)
-  [facebook.com/MercyLightAdoption](https://facebook.com/MercyLightAdoption)
-  [instagram.com/mercylightsg](https://instagram.com/mercylightsg)
-  [tiktok.com/@mercylightsg](https://tiktok.com/@mercylightsg)