PEBBLES OF STRENGTH

Tote Board Group helps to build an Inclusive and Resilient Community in Singapore, by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

Pebbles are associated with strength. The illustration depicts people with strengths contributing towards the community in their own unique ways.

The colourful balloons represent the Inclusive and Resilient Community. This is the desired outcome of the Tote Board Group working collaboratively with our stakeholders and partners, to shape and curate grantmaking programmes to benefit the community.
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ABOUT
TOTE BOARD

Established in 1988, Tote Board (Singapore Totalisator Board) is a Statutory Board under the Ministry of Finance. As a grantmaking organisation, Tote Board works closely with its stakeholders and partners to support a broad range of worthy projects in the sectors of Arts, Community Development, Education, Health, Social Service and Sports. Through these projects, Tote Board aims to uplift the community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

Being a broad-based grantmaking organisation, Tote Board strives to identify needs and synergies across multiple sectors, and tailor our grants to create deep impact on the beneficiaries. The wide reach of our grants has enabled us to touch the lives of almost all Singaporeans, at each stage of their lives, including those who are in need. We provide equitable opportunities for vulnerable groups, strengthen communities, and inject vibrancy and liveability in common community spaces through our grantmaking.

Tote Board adopts a collaborative approach by working with stakeholders to identify gaps and curate programmes to address social challenges in Singapore. Our stakeholders include Government and public agencies, social service organisations, non-profit organisations, and community groups. Our extensive networks allow us to identify cross-sectorial gaps, initiate and convene collaborative discussions with stakeholders and partners, to take collective action. We strongly believe in innovation and support experiments of new ideas and creative solutions. We are also committed to building the capabilities and capacities of non-profit organisations, so that they can better reach out to the community and serve those in need.

Tote Board’s grants are made possible by the surpluses from the gaming businesses of Singapore Pools (Private) Limited (hereinafter referred to as Singapore Pools), a wholly-owned subsidiary company of Tote Board, and Singapore Turf Club (STC), a proprietary club of Tote Board, as well as the collection of casino entry levies. Tote Board also ensures that Singapore Pools and STC conduct their businesses in a socially responsible manner.

Tote Board’s goal is a flourishing society in Singapore. We want to inspire positive change and contribute towards building an inclusive, resilient and vibrant community, while fostering a caring and compassionate nation.

“Being a broad-based grantmaking organisation, Tote Board strives to identify needs and synergies across multiple sectors, and tailor our grants to create deep impact on beneficiaries.”
Our Values

PASSION
We fulfil our responsibilities with dedication and pride

RESPECT
We value our people, partners and those we help

INTEGRITY
We work with honesty, sincerity and transparency

COLLABORATION
We partner with our people and the community to achieve our goals

EXCELLENCE
We conduct ourselves professionally and seek to do better in our work
We uplift our community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

We contribute towards building an inclusive, resilient and vibrant community through our grants.

We ensure Singapore Pools and Singapore Turf Club conduct their gaming businesses in a socially responsible manner, and channel surpluses towards our grantmaking.

Tote Board wants to contribute to building and sustaining a socially inclusive community. This will support different ways for vulnerable groups to fulfil their potential and enable them to make meaningful contributions. We work towards building a cohesive community with a shared identity and the capacity to navigate major social fault lines and prosper in the face of adversity and change. We also work towards building a community with a vibrant culture, active lifestyle and quality open public spaces.

Singapore Pools and Singapore Turf Club (STC) exist to provide a legal channel for betting with strong emphasis on responsible gaming and social safeguards. It is the Tote Board Group’s collective objectives to counter illegal betting through the provision of safe and trusted means of betting, and conduct our gaming businesses in a socially responsible manner.
Fostering a high-performing and synergistic Tote Board Group is the shared vision of Tote Board, Singapore Pools and STC. Leveraging one another’s strengths is key towards successfully capitalising on opportunities, as well as navigating the increasingly complex and uncertain operating landscape. Together, we will strengthen the collaborative spirit of the Tote Board Group to achieve greater efficacy, and more importantly, improve outcomes in our work.

Tote Board strives to build a Great Place to Work, characterised by energised and engaged staff, and a high-trust workplace with quality working relationships and a conducive and productive working environment. Staff are aligned with our Vision and Mission, and practise and live our Values. Staff are also developed to their fullest potential, with the right competencies to do the right jobs and are prepared for the future.
A COMPLEX OPERATING ENVIRONMENT

The overall global economic growth for 2017 is expected to be higher than 2016. Singapore’s latest growth forecast for 2017 remains modest at 2.0 to 3.0 per cent. The Committee on the Future Economy emphasised the need for businesses to anticipate challenges and deal with business disruptions, and to be agile in seizing new opportunities. The Tote Board Group, comprising Tote Board, Singapore Pools and Singapore Turf Club (STC), is no exception. It will have to meet the challenges of competition from traditional and online illegal gaming operators and drive more effective grantmaking to meet its desired outcomes.

Cyber security is yet another aspect that has come to the forefront of late. On a global scale, the ‘WannaCry’ ransomware attack was said to have infected computers across 150 countries, crippling hospitals, manufacturers and government agencies amongst others. The Tote Board Group is not immune to these malicious cyber-attacks either and will continue to strengthen its IT systems to neutralise these digital threats.

WORKING COLLABORATIVELY TO SURMOUNT CHALLENGES

To meet and surmount the challenges in our increasingly complex operating environment, it is important that the Tote Board Group continues to work collaboratively to achieve our collective mission.

As one Tote Board Group, Tote Board, Singapore Pools and STC have the collective mission of countering illegal gambling by providing a safe and trusted means of betting or wagering. In late 2016, Singapore Pools and STC obtained the Exempt Operator status under the Remote Gambling Act. The exemption allows Singapore Pools and STC to provide their products and services via the online channel to directly compete with and counter the illegal online operators.

The Tote Board Group also has the collective mission of conducting our gaming operations in a socially responsible manner. Responsible gambling is a key pillar in the way we conduct our gaming businesses, and we intend to take a proactive and committed stance to maintain a high standard of social responsibility, to...
fully meet the expectations of our stakeholders – from the regulators to the general public. We are constantly on the lookout for ways to enhance our work in this area which includes exploring the use of responsible gambling analytics to promote strong play safeguards.

The Tote Board Group also came together in FY2016 to formulate and institute a Group Enterprise Risk Management framework. The Group Enterprise Risk Management framework provides us with a consistent and sustainable risk management approach across the three entities to manage vulnerabilities and capitalise on opportunities. It enables the Tote Board Group to regularly anticipate, review, and intervene to effectively mitigate risks that impact our collective objectives.

30 YEARS OF GIVING TO THE COMMUNITY

It has been a meaningful year for Tote Board in FY2016. Our National Day Parade in 2016 saw its return to our National Stadium after a ten-year hiatus. Adding on to the merriment, the popular Kallang Wave was also nostalgically revived, and the parade ended with a spectacular fireworks display. The Chingay Parade 2017 featured multi-ethnic performances by local talents and international acts, as well as stunning water, fire, snow and lighting effects. We fund these national events to forge stronger community bonding by bringing together people from all walks of life to interact and connect with one another.

This coming year is also a significant milestone in Tote Board’s history – it is our 30th anniversary! More poignantly, it marks 30 years of contributing to the community through our grantmaking, not just for good causes but also for projects which have improved the quality of lives of all in Singapore, and that have made Singapore a more vibrant and inclusive place to work, play and live. We aspire to continue doing this good work in the years to come, with humility, without fanfare, but with the knowledge that our work contributes to the greater good of the community.

BOARD RENEWAL

All the achievements mentioned above would not be possible without good leadership. Hence, it is an opportune time for me to express my heartfelt thanks to BG Desmond Tan Kok Ming, who served as Board Member, as well as Member of Tote Board Audit and Risk Committee, from 1 January 2015 to 31 December 2016, for his contributions. BG Desmond’s commitment and contributions to the Board and Audit & Risk Committee provided the Management with a firm foundation to realise its Vision and Mission.

I would also like to take this opportunity to welcome our new Board Member, Colonel Yew Chee Leung, from 1 January 2017. I am sure he will bring fresh perspectives and dynamism from his distinguished military career.

CONCLUSION

I would like to express my heartfelt thanks to all management and staff of our Tote Board Group, for diligently carrying out the important work that we do. Together, I am confident that we will continue to Give Hope to vulnerable groups and Improve the Lives of all in Singapore.

Moses Lee
Chairman
MESSAGE FROM THE CHIEF EXECUTIVE

"Our contributions to Singapore and the community are only possible with the dedication of every one in Tote Board."

Mr Fong Yong Kian

HIGHLIGHT OF GRANTS

A more proactive grantmaking approach has continued to open up opportunities for Tote Board to contribute in more ways towards uplifting our community. In FY2016, Tote Board approved $459 million and disbursed $418 million in grants across the Arts, Community Development, Education, Health, Social Service and Sports sectors. These grants are intended to achieve three strategic outcomes set by the Board - giving hope to vulnerable groups, building a resilient community and improving the quality of life for all in Singapore.

In FY2016, Tote Board convened a group of cross-sectorial stakeholders to discuss mental health and address service gaps relating to persons with mental health issues. The close collaboration with key stakeholders such as Agency for Integrated Care, National Council of Social Service and the Institute of Mental Health was a conscious effort to develop holistic programmes and solutions. This concerted approach led to the development of the Tote Board Mental Health Strategic Initiative, for which Tote Board has committed a total of $26 million towards community-based services for children and youth, public education and employability initiatives to address stigmatisation and mental health literacy. In addition, the grant will support research and programme evaluation.

The Board has been a long-term supporter of the social integration of Persons with Disabilities (PwDs), to enable them to live independent lives and contribute to the community. In FY2016, Tote Board made additional funding commitments towards key components of the Enabling Masterplan, a three-year national roadmap for PwDs, which is now in its third iteration. The Board’s total commitment of $9.5 million will enhance the employability of PwDs through creating more internships and training programmes for students with special needs. In addition, riding on the success of ‘See The True Me’ public education campaign earlier in FY2016, the Board will also provide additional funding to mount an outreach programme which will provide more platforms and opportunities to foster meaningful interactions between PwDs and the public.

The Board is also pleased to partner with the Ministry of Social & Family Development (MSF) in transforming the Out-Of-Home-Care landscape for children and young persons who are not able to stay with their natural families. In addition to Tote Board’s earlier support to pilot new family and community-based care services, Tote Board has approved additional funding of $48 million to improve the capability of the sector and pilot more family-based and residential care models.
ENHANCING SECTOR CAPACITY AND CAPABILITY AND FUND-RAISING

Tote Board also recognises the importance of sustained capacity building for Social Service Organisations (SSOs). We have worked in partnership with MSF to review the latest tranche of Voluntary Welfare Organisations - Charities Capability Fund (VCF) for FY2017 to FY2021 and made a funding commitment of $70 million, to extend and sustain the multiplier effect it has on SSOs and the people they serve. The revamped VCF Fund will enhance the human capital capabilities of social service professionals through the latest training and development pedagogies, pioneering new organisational capabilities as well as fostering best-in-class innovations through qualitative research, scalable productivity initiatives and high-impact shared service models for SSOs.

Another key area of support for the social service sector in FY2016 was our renewed commitment towards Community Chest (ComChest). Tote Board has been supporting ComChest’s operating costs since FY1997, so that every dollar donated by the public to them goes directly to providing social services for the disadvantaged. The Board will also be providing additional support to enable ComChest to build its capability to raise funds even more effectively. Our aim is to sustain public giving in Singapore and build a caring, collaborative and impactful social service ecosystem.

Tote Board’s Fund Raising Programme is also part of a larger effort to encourage self-reliance and community support for Non-Profit Organisations (NPOs), where the Board tops up an additional 20% towards funds raised by NPOs (subject to a cap of $50,000 per application). In FY2016, Tote Board pledged $16.9 million to support 338 fund-raising events organised by 213 applicants.

THREE-YEAR GRANTMAKING OUTLOOK

In our endeavour to be more strategic and impactful in our grantmaking, Tote Board conducted a broad environmental scan in late FY2016 to identify salient trends and challenges facing Singapore’s society and community over the near to medium term. The results of the environment scan were subsequently shared and validated through a series of stakeholder engagement sessions involving 22 entities from both the Government and non-profit sectors. The collective insights gathered have helped to formulate Tote Board’s grantmaking focal areas for the next few years, as follows:

- Caregivers: Shift care models to better support caregivers
- Vulnerable Children and Youth: Develop potential of our young ones
- Social Cohesion and Identity: Promote national shared identity and deepen social resilience
- Non-Profit Sector: Build capabilities and capacities of NPOs to be future ready

The four focal areas will guide the Board’s grants for the next three years, primarily in the development of new Tote Board’s Strategic Initiatives. Tote Board fully recognises the importance of collaboration and developing shared goals with our stakeholders. We will continue to work closely with them.

IN ANTICIPATION – TOTE BOARD’S 30TH ANNIVERSARY CELEBRATION IN 2018

Tote Board will turn 30 years old on 1 January 2018! For nearly 30 years, the Board’s funding has made a strong impact on Singaporeans of all ages from different walks of life. Since the Board’s inception in 1988, the Board has approved more than $8 billion of grants in support of social and community programmes. To commemorate our 30th year milestone, we will partner our stakeholders in a year-long celebratory programme for our beneficiaries, partners, stakeholders and members of the public. Whilst we are excited about the impending celebration, the 30th anniversary is also a time to reflect on being ready for the future. Tote Board will continue to promote sustainability, innovation and collaboration in the various sectors funded by the Board to meet the needs of the nation.

KUDOS TO OUR DEDICATED STAFF

Our contributions to Singapore and the community are only possible with the dedication of every one in Tote Board. On this note, I would like to express my sincerest appreciation to Team Tote Board for their hard work and sheer tenacity. Together, I am confident that we will be able to continue our work in uplifting our community by Giving Hope to vulnerable groups, and Improving Lives of all in Singapore.

Fong Yong Kian
Chief Executive
BOARD
MEMBERS

FROM LEFT TO RIGHT:
Mr Moses Lee (Chairman), Mrs Fang Ai Lian, Mr Ng Soo Nam, Mr Linus Goh,
Ms Yeoh Chee Yan, Mr Chan Heng Kee

FROM LEFT TO RIGHT:
Mr TK Udairam, Mr Yee Ping Yi, Ms Anita Fam, Mr Chew Hock Yong, COL Yew Chee Leung
SENIOR MANAGEMENT

FROM LEFT TO RIGHT:

Mr Yeo Teck Guan (Group Chief Information Officer), Mr Li Chong Jin (Director, Strategic Planning & Finance), Mr Fong Yong Kian (Chief Executive), Ms Lim Ay Ling (Director, Group Internal Audit), Mrs Boon-Ngee Sebastian (Director, Grant Management), Mr Yong Fook Chyi (Director, Corporate Services)
CORPORATE GOVERNANCE

Tote Board is committed to ensuring the highest standard of corporate governance in the Tote Board Group, comprising Tote Board, Singapore Pools and Singapore Turf Club (STC). The Chairman and Board Members of Tote Board are appointed by the Minister for Finance. They are experienced professionals drawn from both the public and private sectors. The Board met four times during FY2016.

In addition to its statutory responsibilities, the Board sets strategic directions and policies relating to grant management and management of reserves, ensuring that resources are optimally utilised to contribute towards building an inclusive, resilient and vibrant community.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (ARC) of Tote Board includes representatives from the Board of Tote Board, Board of Singapore Pools and Management Committee of STC. The ARC met four times, including an ad-hoc meeting, during FY2016.

The ARC’s roles encompass reviewing accounting, auditing and financial reporting matters, as well as matters relating to risk management, to reasonably ensure there are effective systems of internal controls and risk management and a good state of corporate governance in Tote Board, Singapore Pools and STC.

INTERNAL AUDIT

Tote Board’s Group Internal Audit Division (Group IA) is an independent function that reports to the ARC. The principal role of the Division is to conduct audits to evaluate the reliability, adequacy and effectiveness of the internal controls of Tote Board, Singapore Pools and STC. Group IA works closely with external auditors to coordinate its audit work.

AUDIT MANAGEMENT SYSTEM

Group IA has successfully implemented an audit management software to enable better supervision of audits, closer monitoring of outstanding audit recommendations for improvements, and automation of documentation of working papers to enhance audit efficiency and effectiveness.

RISK MANAGEMENT

The Tote Board Group, through an established risk management process, regularly reviews its business, financial and operational activities to identify risk areas, and implements measures to mitigate the risks identified. All significant risk-related issues are highlighted to the ARC for discussion and appropriate actions.

INTERNAL CONTROLS

The Management of Tote Board, Singapore Pools and STC is responsible for the design and implementation of a comprehensive system of internal controls to safeguard assets, maintain proper accounting records and produce reliable financial information. The system includes defined responsibility and financial authority limits, segregation of duties, reconciliation of financial information, compliance with internal financial policies, financial regulations or government instruction manuals and maintenance of proper financial records. The ARC oversees the effective implementation of the system of internal controls in Tote Board, Singapore Pools and STC, with the support of Group IA. The ARC, along with the assistance of Group IA and external auditors, has reviewed the financial, operational, compliance and information technology controls.

ASSURANCE BY MANAGEMENT

The ARC has received assurance from the Management of Tote Board, Singapore Pools and STC that:

• the financial statements are drawn up to give a true and fair view of the state of affairs of Tote Board and Tote Board Group as of 31 March 2017;
• there are adequate internal controls in place which are operating effectively to provide reasonable assurance in managing risks, safeguarding assets, ensuring reliability of the financial information and compliance with law and regulations by Tote Board and the Group.
Based on the systems of internal controls and risk management established and maintained by the Tote Board Group, work performed by Group IA and external auditors as well as reviews performed by the management, the ARC is satisfied that the systems of internal controls and risk management are reasonably adequate and effective.

**INVESTMENT COMMITTEE**

The Investment Committee sets and reviews policies relating to the investment of Tote Board’s surplus funds. It also reviews investment returns, performance of fund managers as well as the appointment and termination of fund managers, investment consultants and other related service providers. The Committee met four times during FY2016.

**GROUP HUMAN RESOURCE COMMITTEE**

The Group Human Resource Committee sets and reviews Group HR Policies to maximise human capital in the Group and to make the Group a preferred employer of choice. The Committee met once during FY2016.

**MANAGEMENT OF SINGAPORE POOLS AND SINGAPORE TURF CLUB**

Tote Board oversees the strategic management matters of Singapore Pools and STC, including the appointment of the Board of Directors of Singapore Pools and Management Committee of STC, as well as the appointments of CEO Singapore Pools and President & CE STC.

**Committees and Members**

**GROUP HUMAN RESOURCE COMMITTEE**

Chairman: Mr Moses Lee  
Members: Mr Koh Choon Hui  
Mr Lim Joo Boon

**AUDIT AND RISK COMMITTEE**

Chairman: Mrs Fang Ai Lian  
Members: Mr Cheah Kim Teck  
Mr Fong Heng Boo  
BG Desmond Tan Kok Ming  
(Cap to 31 December 2016)  
COL Yew Chee Leung  
(from 1 January 2017)

**INVESTMENT COMMITTEE**

Chairman: Mr Ng Soo Nam  
Members: Mr Nels R Friets  
(Dcap to 31 December 2016)  
Dr Chia Tai Tee  
(from 1 January 2017)  
Mr Linus Goh  
Mr Yee Ping Yi
ABOUT
TOTE BOARD GROUP

The Tote Board Group comprises Tote Board, Singapore Pools and Singapore Turf Club (STC).

TOTE BOARD

Tote Board holds the legal rights to operate horse racing and totalisators, lotteries (4D, TOTO, Singapore Sweep) as well as sports betting (football and Formula One motor racing).

SINGAPORE POOLS

Singapore Pools was set up with the mission of providing safe and trusted betting in support of the nation’s efforts to counter illegal gambling. It offers lottery games as well as sports betting on football matches and Formula One motor racing. As a wholly-owned subsidiary of the Tote Board, surplus generated from Singapore Pools’ operations is channelled to Tote Board for funding of worthy causes. Its vision is to be a world-class socially responsible gaming company trusted by customers and valued by the community. In 2012, Singapore Pools was conferred the World Lottery Association’s highest accolade for responsible gaming in the industry, becoming one of the only three operators in the Asia Pacific region to attain this achievement.

SINGAPORE TURF CLUB

Founded in 1842, STC became an agent of Tote Board in 1988 and relocated to its current premises at Kranji racecourse in 1999. STC channels the surplus from its operations to Tote Board to give grants to worthy causes. It also adopts a strong “Play Responsibly” stance. Through regular engagements with its customers, STC advocates a balanced approach towards enjoying the sport and thrills of horse racing as an entertainment and sport, without adversely affecting customers’ financial situations or lifestyles. In addition, STC opened its racecourse premises for wide-ranging recreational activities for Singaporeans from all walks of life to enjoy.
Funds are channelled to worthy causes towards fulfilling our vision of Giving Hope and Improving Lives.
In 2016, Tote Board reviewed its Grant Management Framework, to ensure relevance with the changing operating environment. The framework spells out the strategic outcomes and key governance principles in grantmaking. The framework articulates the grantmaking roles of Tote Board being a convener, bringing partners and stakeholders together to collaborate to achieve shared outcomes as well as to undertake the “accelerate, enhance and experiment” approach to curate grantmaking programmes that are promising and with potential. In addition, Tote Board also encourages non-profit organisations to adopt a mindset of working towards programme and organisational sustainability, with Tote Board supporting their efforts in capacity and capability building (More details on the Tote Board Grant Management Framework are found on Page 39).
MENTAL HEALTH STRATEGIC INITIATIVE

Tote Board convened a cross-sectorial conversation with agencies across different sectors to develop a more focused funding approach towards mental health. This initiative will direct collective interest to meet upstream needs. It is one of Tote Board’s grantmaking strategic initiatives, where we conduct research, identify the gaps and then collaborate with stakeholders to work out sustainable solutions to meet challenges in the community (More details are found in page 42).

TOTE BOARD GROUP STAFF MOVEMENT POLICY

The Group Staff Movement Policy was implemented in April 2017, to facilitate staff movement in the Group and to provide opportunities for staff to achieve their career aspirations. A ‘Group Jobs’ platform was set up to enable staff to access information relating to job openings in the Group. Staff are also encouraged to approach the HR personnel of Tote Board, Singapore Pools and Singapore Turf Club (STC) to seek clarification or to gather more information on the job openings. The Group Staff Movement Policy is an enlightened HR initiative to benefit the staff and to position the Group as an Employer of Choice.

TOTE BOARD GROUP ENTERPRISE RISK MANAGEMENT

With increasing complexities and uncertainties in the operating environment, a comprehensive Enterprise Risk Management (ERM) system is essential. Tote Board Group established its full-fledged ERM policy and framework, which covers Tote Board, Singapore Pools and STC. The Group ERM framework provides consistent and sustainable risk management structures and processes across the entities, to manage and mitigate risks and capitalise on opportunities. ERM also facilitates the deepening of a risk-focused culture in the Group, to be proactive in managing known and unknown risks.
WORLD LOTTERY SUMMIT 2016

After two years in the making, the World Lottery Summit (WLS) 2016, co-hosted by Singapore Pools and the World Lottery Association (WLA), came to a successful conclusion on 10 November 2016 in Singapore.

The week-long conference and exhibition at the Marina Bay Sands Expo and Convention Centre recorded close to 1,000 attendees from 71 countries and 41 exhibitors, with eight keynote speakers and nine parallel sessions. Based on the post-event survey results, the Summit was assessed to be a resounding success.

WLS is held biennially by rotation in every continent. It was first held in Singapore in 2006 and hosted by Singapore Pools. In 2014, Singapore Pools was honoured to win the bid to host WLS in Asia, which became the first time that the Summit was held in the same city twice within ten years. The Summit provides a unique platform for lottery operators, government agencies and regulators, technology partners, industry suppliers and media from around the world to gather under one roof to acquire new insights, exchange knowledge and learn industry best practices.
BUSINESS EXCELLENCE

In 2014, STC obtained the Singapore Quality Class (SQC) and Service Class (S-Class) under the Business Excellence (BE) framework. In 2017, STC achieved re-certification for both SQC and S-Class. In addition, STC was also awarded the People Developer certification. The BE framework is benchmarked against world-class standards and has helped STC achieve high performance by strengthening its management systems and processes, and provided a clear roadmap for continuous improvement and sustainable development.

EXEMPT OPERATOR STATUS UNDER THE REMOTE GAMBLING ACT

The Remote Gambling Act (RGA) 2014 which came into force in February 2015 prohibits remote gambling activities. To counter illegal remote gambling despite the ban, the RGA also provides for tightly-controlled exempt operators (EO). Both Singapore Pools and STC applied for EO status in 2015. After a rigorous assessment process by the Ministry of Home Affairs, Singapore Pools and STC were granted the EO status, and introduced remote betting services in October and November 2016 respectively. With a presence in the online betting market, Singapore Pools and STC could be more effective to counter illegal betting. At the same time, Singapore Pools and STC are committed to implement high standards of responsible gambling measures and social safeguards.
RESPONSIBLE GAMBLING

For decades, both Singapore Pools and Singapore Turf Club (STC) have been committed to upholding responsible play. Ensuring Responsible Gambling (RG) and providing a safe and fair gambling experience for customers are key tenets of the operations and business practices of Tote Board Group. In 2016, a Responsible Gambling Working Group was set up, consisting of members from Tote Board, Singapore Pools and STC. Apart from articulating the collective Tote Board Group philosophy as well as core beliefs and commitments in the area of RG, the Working Group also benchmarks the Group’s practices against the best international standards, to identify areas of continuous improvement.

With the launch of online betting in 2016, the following social safeguards are put in place:

<table>
<thead>
<tr>
<th><strong>PLAYER’S ACCOUNTS</strong></th>
<th><strong>PLAYER’S EXPENDITURE</strong></th>
<th><strong>OPERATOR’S RESPONSIBILITIES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Only persons aged 21 and above can open an account.</td>
<td>• Players need to set daily expenditure limits. Any decrease in limits will take effect immediately, while any increase will take effect only on the next day.</td>
<td>• A time counter that indicates the duration the player has been logged on must be shown.</td>
</tr>
<tr>
<td>• For accounts to be activated, operators need to verify the player’s identity and age in person.</td>
<td>• Players must be alerted if they exceed 75% of their expenditure limit.</td>
<td>• A self-exclusion system must be implemented.</td>
</tr>
<tr>
<td>• Players must not be on casino exclusion orders.</td>
<td>• Players are not able to gamble on credit.</td>
<td>• Responsible gambling messages must be displayed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advertisements that promote remote gambling are forbidden.</td>
</tr>
</tbody>
</table>

SINGAPORE POOLS

ANNUAL RESPONSIBLE PLAY CAMPAIGN

From 13 to 20 October 2016, Singapore Pools held its Annual Responsible Gaming Refresher Training to familiarise staff and retailers with the new social safeguards that will be implemented when the online betting channel was launched. All staff, particularly front-liners, were coached to internalise these safeguards through an engaging lecture. Following that, staff were engaged with an on-the-spot quiz to test and reinforce the new knowledge learnt.

A perception survey conducted in June 2015 found that 92.5% of our customers recognised Singapore Pools as a responsible gaming operator. This strong vote of confidence in our responsible operations was a testament of our comprehensive effort to continuously inculcate and deepen the importance of RG as an organisational competency and value in all our staff.

This commitment also saw Singapore Pools achieving the Level 4 re-certification in 2015, under the World Lottery Association’s Responsible Gaming Framework. This accolade signifies the highest recognition of responsible gaming standards in the global lottery industry.
RESPONSIBLE GAMBLING SUSTENANCE CAMPAIGN

RG Ambassadors from Montfort Care performed two skits, namely《小赌怡情》and《谁是大赢家》on 10 February 2017 during the Lunar New Year celebrations at the Singapore Racecourse, to engage the public. The skit performances were apt as they drove across an important and relevant message – Set A Limit – during the festive season.

PLAY SMART CORNER

STC has launched a one-stop hub, named the “Play Smart Corner” (located at North Grandstand Level 1 at Singapore Racecourse) to enhance its outreach and awareness efforts in RG. Manned by RG Ambassadors from Montfort Care on a monthly basis, the Play Smart Corner features a chill-out zone for customers to take a break from wagering as well as an e-kiosk (Play Smart Kiosk).

The Play Smart Kiosk, which offers both English and Chinese platforms, is a one-stop service for self-exclusion sign-ups, online self-assessment on problem gambling, and information on RG. Besides leveraging technology, Montfort Care’s RG Ambassadors also proactively reach out to customers to ensure that the RG messages are easily understood and relatable to the target audience.

RESPONSIBLE GAMBLING AWARENESS WEEK 2016

Organised by the Responsible Gambling Forum (RGF), the annual Responsible Gambling Awareness Week (RGAW) was held from 29 July to 6 August 2016. This year’s theme was “Set A Limit, Keep To It”.

Singapore Pools supported the RGF actively for events held under this week-long awareness campaign. For the second year running, Singapore Pools was the venue host for the RGAW’s lunch talk, held at the Livewire (Marina Bay Sands). A total of 145 representatives from the gaming industry, government agencies and addiction counselling agencies attended the talk. As part of customer outreach in driving awareness of “Set A Limit, Keep To It”, a series of roadshows was held at four outlets (Livewire MBS, Livewire Singapore Pools, Ang Mo Kio and King George's Avenue). Manned by both Pools’ RG Ambassadors and RGF representatives, interactive games were conducted and pamphlets on responsible play were distributed to visitors at the roadshows.

STC held three roadshows during RGAW. The roadshows promoted the good cause in an entertaining manner, including booth games and interactive quizzes to reinforce the theme and messages of the campaign to engage visitors.
CORPORATE SOCIAL RESPONSIBILITY

The outcomes of the work of Tote Board Group are to uplift lives and benefit the community. Staff of Tote Board Group are also active in giving back to the community, by contributing their time, talents and commitment to participate in Corporate Social Responsibility activities. We work with organisations to bring meaningful and memorable moments to their beneficiaries and caregivers.

TOTE BOARD

CHINGAY PARADE

On 11 February 2017, staff of Tote Board Group chaperoned more than 200 beneficiaries and caregivers to witness the spectacular Chingay Parade.

Beneficiaries were from Association of Persons with Special Needs (APSN) Tanglin School, Down Syndrome Association, Metta School, Singapore Children’s Society, Students Care Services and Thye Hua Kwan Moral Charities.

Friends from Metta Welfare Association
CHRISTMAS PARTY WITH BENEFICIARIES FROM DOWN SYNDROME ASSOCIATION SINGAPORE

On 15 December 2016, Tote Board organised a Christmas Party for 20 beneficiaries from the Down Syndrome Association (DSA) Singapore at our renovated office premises. The beneficiaries were accompanied by their caregivers and the staff of DSA. Mr Moses Lee, Executive Director of DSA also joined in the event. The beneficiaries enjoyed the event playing games, carolling and mingling with new friends from Tote Board.

READ FOR BOOKS CAMPAIGN 2016

On 27 July 2016, Tote Board staff, together with staff from Singapore Pools and STC participated in the Read for Books Campaign, initiated by the National Library Board (NLB). 60 staff from Tote Board, 20 staff from Singapore Pools and 136 staff from STC participated in this event and read together as a group for 15 minutes. For this collective effort, NLB donated 20 books to our beneficiary, the Dignity Kitchen Group.

PONY RIDING FOR STUDENTS OF ASSOCIATION OF PERSONS WITH SPECIAL NEEDS

On 31 August 2016, Tote Board organised a pony riding programme for students of the APSN at Singapore Turf Club (STC) Riding Centre. A total of 24 staff from Tote Board and 13 staff from STC participated in this programme, chaperoning 24 students on their first experiential ride on the ponies.
13 YEARS OF iSHINE

On 29 November 2016, Singapore Pools celebrated 13 years of iShine – a staff volunteerism and staff community programme. Through iShine, staff have brought support to numerous beneficiaries, including underprivileged children, at-risk youths and the elderly.

A main highlight among the many activities organised in 2016 was the trip where Singapore Pools staff accompanied children from the Singapore Children’s Society Sunbeam Place to Kidzania, an interactive indoor theme park which combines inspiration, fun and learning through realistic role-play of various occupations, on 8 September 2016. Through this experiential tour, the children managed to learn the value of work and money.

Learning how to withdraw money from the ATM

Our team of iShine volunteers with KidZania mascot!
DANCE WITH A HEART 2016

Dressed in cowboy getups, 200 line dancers streamed excitedly into the Braddell Heights Community Club on 30 September 2016 for a dance jam with a difference - Dance With A Heart.

This fundraiser, jointly organised by Singapore Pools and Braddell Heights Grassroots Organisations, raised a total of $6,300 for the Braddell Heights CCC Community Development and Welfare Fund, which helps low-income residents.
LAUNCH OF GREEN UP! INITIATIVE

On 23 May 2016, Singapore Pools launched the Green Up! Initiative to champion the cause of conserving the environment and saving our planet. The launch was followed by an entire week of activities.

Led by the Green Up! Committee comprising 10 staff, the initiative drives company-wide actions such as attaining national standards of environmentally-sound practices, reducing paper and electricity usage in our offices and retail network, staff education and raising staff’s awareness.

Through reduced usage of paper in FY2016, Singapore Pools saved a total of 7,885 trees. Staff read news digitally instead of using hard copy newspapers. The printing of lottery results and sports information were discontinued at outlets. In addition, the lights-off practice during lunch time and after 7pm was implemented. Singapore Pools supported the annual Earth Day by switching off non-essential lighting. At the Singapore Pools’ outlets, new procedures, such as switching off all hardware when the outlets are closed and setting the air-conditioning temperature at a minimum of 23°C, were implemented.

FOOTBALL WITH A HEART 2016

Since its launch in 2012, Football With a Heart (FWAH) has become Singapore’s largest football charity fundraiser. This year, FWAH 2016 was held at the National Stadium for the first time. A total of 42 teams, with more than 1,000 participants, battled out over a series of 220 futsal matches on 21 May 2016. FWAH 2016 raised $615,000 for nine charities, with participation from over 200 corporate donors, beneficiaries and partners.

SALE OF CHARITY DRAW TICKETS

In FY2016, Singapore Pools helped to raise $229,442 for Handicaps Welfare Association, Singapore Association of the Visually Handicapped and Dayspring through the sale of charity draw tickets. This brings the total sum raised for various beneficiaries through the sale of charity draw tickets to more than $1.2 million since 2009.

Singapore Pools procured only sustainable paper sources. Disposable cups were also removed from pantries and meeting rooms, with staff each given a Green Up! mug. With this, 6.8 tCO2e of carbon emission is being saved per year.

Through all these efforts, Singapore Pools hopes to broaden our scope of environmental sustainability, and rally and inspire our staff, customers and the community to join us in doing our part for the environment.
RESOURCE SHARING VENUE SPONSORSHIP

As part of its resource sharing initiatives, Singapore Pools extends its venues as office spaces and events for worthy causes. Since 2007, Singapore Pools has been providing selected second-level units of branches to Non-Profit Organisations (NPOs) and social enterprises, to help out during their start-up phase with affordable office space. The beneficiaries included NPO - Clubilya and social enterprises - Caring Fleet, Micro Credit Business Scheme and Personalised Love. The premiSE, a partnership between the Singapore Centre for Social Enterprise and Singapore Pools, was officially opened on 15 September 2016 and is currently housing social enterprise start-ups such as Big Heroes, Cloud Bridge, FTPC SG and Lime Agency.

Singapore Pools also supported 19 NPOs with the use of our venues for meaningful causes in FY2016. These events included Singapore Corporation of Rehabilitative Enterprises’ Yellow Ribbon Project Volunteer Orientation, Breast Cancer Foundation’s Pink Ribbon Awareness Drive and Bright Vision’s Fundraising Drive. Singapore Pools has supported 64 meaningful events at our venues since 2013.
SINGAPORE TURF CLUB

HEARTS AND HUGS 《爱心72小时》

Singapore Turf Club (STC) supported a 13-episode variety show on Channel 8 which aimed to reach out to the less fortunate while encouraging volunteerism and social support for the community. The key highlight of the show, which began on 6 October 2016, was the interactive mobile app, allowing the audience to play a game that needed them to take on 72 missions within 72 minutes to unlock donations.

QIGONG DISPLAY

STC hosted the Qigong Shi Ba Shi Association (QSBSA)’s Health display on 24 April 2016, jointly organised by QSBSA and North West Community Development Council. QSBSA is no stranger to STC, having been at Kranji previously for the Chinese New Year festivities, as well as other events such as “Rice That Binds” charitable event.

PROJECT SPHERE

Project SPHERE stands for Students, Singapore Pools, and Housing Development Board (HDB) Enriching and Reaching Out to the Elderly. This is a joint initiative between Singapore Pools, Tote Board, HDB and the Ministry of Education.

Since its inception in 2002, Project SPHERE has benefitted more than 95,000 elderly residents from 173 rental blocks. 126,000 students have participated and organised 3,000 activities for the elderly. The Tote Board Group has contributed more than $1 million since the start of Project SPHERE.

Singapore Pools staff volunteer alongside students in spring-cleaning and engagement activities for the elderly. In FY2016, 68 Singapore Pools’ staff partnered 233 students to reach out to 64 needy elderly. In total, 241 Singapore Pools’ staff volunteers have reached out to 313 needy elderly alongside 777 students since 2011.
PATRON’S BOWL CHARITY LUNCHEON

STC raised $50,000 for the President’s Challenge through a charity luncheon supported by corporate partners. Nine tables were taken up by STC’s corporate donors. It was the first year that a charity element was included for the Patron’s Bowl. The funds were channelled to 58 beneficiary organisations.

RENOVAID 6

RenovAID 6 is a meaningful initiative, as a change agent to benefit the less privileged in our community. The initiative helps to achieve a makeover of the living conditions of the less privileged to touch lives, heal families and create a conducive environment. STC is committed to assisting three families with this initiative through refurbishing, sprucing and cleaning up their home environment.

RACECOURSE ROAD

A community art project at Racecourse Road pays tribute to the equine-related history in the vicinity. STC is a sponsor of this project. It aims to evoke a sense of belonging and nostalgia by showing the shared history and culture of Little India through engaging visuals. The location’s equine connection stretches back to 1842, when a race course was established by Singapore Sporting Club, which was later renamed STC.

MELROSE HOME

STC adopted Melrose Home (managed by Children’s Aid Society) as its beneficiary in FY2015 and 2016. Melrose Home provides a supportive environment for children and teens between the ages of three to 18 years old, who are in need of care and protection, as their families are unable to provide a nurturing environment for their growth and development. STC organised various activities and fund-raising initiatives in aid of beneficiaries under the care of Melrose Home. Close to $85,000 was raised to rejuvenate their outdoor playground (fitted with exercise stations), to renovate the multi-purpose hard court for basketball, badminton and futsal, as well as to construct a padded reflection room for therapy purposes.
In 2018, Tote Board will reach a key milestone of 30 years in grantmaking and contributions to the community. To commemorate this milestone, Tote Board will embark on a year-long variety of events to strengthen public awareness of our roles and contributions to the community. The milestone will kick-off with a Signature Carnival in February 2018, at Gardens by the Bay - the People’s Garden, where Tote Board funded its infrastructure development and community programmes.

The Carnival will bring together stakeholders and partners, including sector grant administrators, Social Service Organisations (SSOs), Non-Profit Organisations (NPOs), and the general public. It will be a Carnival by the beneficiaries for the beneficiaries. We also encourage all Singaporeans to attend and participate in the Carnival, to witness the impact and outcomes of our grantmaking, to have a deeper understanding of the work of the SSOs and NPOs as well as to make a pledge to volunteer their talents and time. We can all contribute our share to making Singapore an inclusive, resilient and vibrant community.

Throughout 2018, Tote Board’s sector partners and grant administrators will organise events to commemorate Tote Board’s 30th Anniversary. We encourage Singaporeans to participate and enjoy these events. The illustrative events are shown on the next page, subject to confirmation, with details to be published on Tote Board’s corporate website at a later date.
Feb 10 FEB
30th Anniversary Carnival @ Gardens by the Bay
&
23 & 24 FEB
Chingay 2018

Feb

Jun - Jul

Aug

Sep

Dec

National Gallery
Singapore Children’s Festival

National Arts Council’s
Mid-Autumn Festival @ Gardens by the Bay

May

Singapore Pools’ Football with a Heart

Sport Singapore Get Active! Singapore
& Community Chest’s Heartstrings Walk

SG Enable’s International Day of Persons with Disabilities
& Singapore Turf Club’s Fun for All Under the Stars

Jun - Jul

Sep

Dec

2018

2018
### MILESTONES

#### 1988 - 1996

**1988:**
- Establishment of Singapore Totalisator Board
- Singapore Totalisator Board appointed Singapore Turf Club as an agent for horse racing and 4D operations. Channelled surpluses towards public, social and charitable purposes, and in advancement of culture, arts and sports.

**1989:**
- Donated to schools to speed up the adoption of IT
- Gave grants to polytechnics and technical institutions for students’ projects
- Helped build and upgrade community centres and clubs
- Set up trust fund for the Singapore Symphony Orchestra

**1993:**
- Initiated funding of public health education projects by Non-Profit Organisations (NPOs)
- Set up a trust fund for the Singapore Dance Theatre

**1994:**
- Launched Arts Grants for schools and to support the local arts scene
- Provided funding for research programmes at NUS and NTU

**1995:**
- Partnered with MOH and HPB for national health screening programmes and other public health projects

**1996:**
- Singapore Totalisator Board and Singapore Pools contributed more than $500 million to Esplanade – Theatres on the Bay

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#### 1997 - 2008

**1997:**
- Launched an initiative that provides funds for school students to go on overseas community projects

**1998:**
- Contributed to the redevelopment of the Singapore Discovery Centre

**2001:**
- Supported project on Family Matters!

**2004:**
- Singapore Totalisator Board acquired Singapore Pools from Temasek Holdings and consolidated its grantmaking function

**2005:**
- Funded events such as the National Day Parade, Chingay Festival and the President’s Challenge

**2006:**
- Set up the Social Service Fund to help vulnerable groups in the community, enabling them to contribute to society and support social integration

**2007:**
- Contributed to the building of the School of the Arts

**2008:**
- Adopted ‘Tote Board’ as name of organisation
- Provided funds for public spaces such as the National Gallery Singapore, Gardens by the Bay and the Active, Beautiful, Clean Waters Programme
2009:
- Set up the Tote Board Community Healthcare Fund to build a healthier nation and make healthcare services more affordable and accessible for vulnerable groups in the community
- Supported the Community Chest in helping vulnerable groups

2010:
- Provided seed capital to Caring Fleet Services, a transport operator for wheelchair users
- Launched the Tote Board Social Innovation Research Fund which provides seed funding for projects from polytechnics and Institutes of Technical Education to improve the delivery of social services

2011:
- Provided seed capital to set up the Social Enterprise Hub to nurture social enterprises with investment funding and incubational support

2012:
- Disbursed the fourth and largest tranche of the Tote Board Social Service Fund to cover the next three years
- Launched the Non-Profit Management Programme for the 21st Century, in collaboration with the Lee Kuan Yew School of Public Policy
- As part of the Tote Board Social Innovation Research Fund, several research projects, co-funded by Tote Board, were showcased during the first Social Innovation Research Forum

2013:
- Released a publication titled “Outcome-Based Social Programs: A Program Planning & Funding Guide” with the aim of benefitting NPOs and their beneficiaries
- Extended contributions towards enhancing sports for communities in Singapore

2014:
- Contributed to the Care & Share @ SG50 Movement
- Funded the development of the Enabling Village

2015:
- Launched the Tote Board-Enabling Lives Initiative to help Persons with Disabilities and their caregivers
- Launched the Capacity and Capability Building initiative to nurture leadership in Social Service Organisations and NPOs

2016:
- Launched the ‘See The True Me’ disability awareness campaign – part of a five-year public education effort to promote inclusion in Singapore
AWARDS AND ACCOLADES

TOTE BOARD

NATIONAL DAY AWARDS

Three Tote Board staff received the National Day Awards in recognition of their significant contributions towards the Public Service. Ms Lyne Chia (Senior Manager, Grant Management Division) and Ms Linda Tay (Executive, Strategic Planning & Finance Division) were conferred the Commendation Medal and Efficiency Medal respectively. Ms Carol Toh (Senior Manager, Group Internal Audit Division) was conferred the Long Service Medal.

COMMUNITY CHEST AWARDS

The Tote Board Group, comprising Tote Board, Singapore Pools and Singapore Turf Club (STC), received the Corporate Platinum Award, as a tribute and an endorsement of their support to Community Chest over the years, at Community Chest’s Annual Awards Ceremony in 2016.

Separately, Singapore Pools and STC were conferred the SHARE Corporate Platinum Award. The Award recognises organisations that have created sustainable collective impact through their giving. They have rallied their employees to contribute through SHARE, which is Community Chest’s monthly giving programme, stepped up their parts to co-develop and kick-start pioneering projects to meet emerging and underserved needs, and increased their efforts in volunteering for the sector.
SINGAPORE POOLS

BCA GREEN MARK GOLD PLUS

Singapore Pools was re-certified with the Green Mark Gold Plus Award by the Building and Construction Authority.

GOLD SINGAPORE HEALTH AWARD

STC received the Gold Singapore Health Award from Health Promotion Board. The Award recognises organisations that promote workplace health, with outstanding Workplace Health Promotion practices in place.

SINGAPORE TURF CLUB

BUSINESS EXCELLENCE CERTIFICATIONS

STC was certified with the Singapore Quality Class, People Developer and Service Class conferred by SPRING Singapore.

NATIONAL SAFETY AND SECURITY WATCH GROUP AWARD

STC achieved the National Safety and Security Watch Group Award from Singapore Police Force in 2016, in recognition of Safety and Security Watch Group members at national level for their exceptional efforts on premise safety and security.

WORKPLACE SAFETY AND HEALTH CERTIFICATION

STC received bizSAFE level 4 from the Workplace Safety and Health Council in 2016. bizSAFE is a programme that helps organisations to build up their Workplace Safety and Health capabilities to achieve quantum improvements in safety and health standards at the workplace.

LABORATORY CERTIFICATION

STC Laboratory was certified ISO 17025 compliant, in recognition of STC’s competence to carry out tests and calibrations performed using standard methods, non-standard methods, and laboratory-developed methods.

CERTIFICATE OF EXCELLENCE FROM TRIPADVISOR

STC received the Certificate of Excellence 2016 from TripAdvisor. The Certificate of Excellence honours accommodations, restaurants and attractions that consistently receive great traveller reviews on TripAdvisor.

EXCELLENT SERVICE AWARD (EXSA)

STC was awarded four stars, 13 Golds and 13 Silvers. EXSA is a national award by the Association of Singapore Attractions that recognises individuals and organisations that deliver quality service. It seeks to develop service models for staff to emulate and to create service champions.

EXCELLENT SERVICE AWARD (EXSA)
Being one of the pioneers of Tote Board, Mrs Boon-Ngee Sebastian has witnessed how much the organisation has grown from strength to strength.

In 1994, Boon-Ngee joined Tote Board as a Manager. Today, she is the Director of the Grant Management Division. Boon-Ngee oversees the Board’s grantmaking policies and operations, and has been responsible for the entire value chain in grantmaking, including the balanced and fair evaluation of grant proposals, engaging stakeholders and partners to shape and co-create programmes, as well as implementing robust governance processes in grant disbursements.

Sharing her personal journey in Tote Board, she said, “I have witnessed and been involved in the many changing facets of grantmaking over the years. Tote Board’s grantmaking journey has been shaped by, and to a large extent has influenced Singapore’s philanthropic landscape.”

THE BEGINNINGS OF GRANTMAKING

When Boon-Ngee first joined, Tote Board operated with a lean strength of 10-15 staff. The grantmaking function was performed by a two-person team. She reminisced, “We were a very small organisation, probably the smallest public agency then. But we were a very close-knit team, with everyone looking out for each other.”

Two noteworthy programmes which were initiated in the early years of Tote Board were the Computer and Audio Visual (AV) Equipment Grant and the Arts Grant, targeting at schools. Through these programmes, Tote Board demonstrated clearly how they complemented and enhanced our education system by accelerating the learning progression of our students.

The Computer and AV Equipment Grant Programme started in the late 1980s. During these early days, computer equipment was scarce in schools. If available, they were kept under lock and key and not easily accessible to students. Tote Board’s grants made it easier and convenient for teachers and students to access these “high-tech” equipment, and to be savvy in using them. Boon-Ngee said, “I was fortunate to be involved in this programme for some years after it was conceived by our Founding Chairman, the late Dr Goh Keng Swee, who served Tote Board from 1988-1994. I also had the privilege of reviewing the grant programme to enhance its currency and relevance to the schools. I am heartened that this grant programme has benefitted many cohorts of students, exposed them to IT and accelerated the adoption of IT in our education system. Tote Board has played a pivotal role in introducing and nurturing a generation of Singaporeans to be IT and technologically-savvy today.”

Tote Board’s Arts Fund is an illustration of a grant programme which enhances the lives of our students in schools, beyond prosaic academic pursuits. Working closely with Dr Yeo Ning Hong, Tote Board’s Chairman from 1994-2006, Boon-Ngee developed a programme based on a demand and supply mechanism to marry two needs - firstly, to ensure that the arts industry is financially sustainable; and secondly, to nurture an enabling environment to infuse arts into the community and developing an audience for the arts. “I had the honour to play a role in developing this programme from the start, contributing in no small part to Singapore being recognised as a vibrant arts destination, with top-grade and exciting performances and active audience!”

Tote Board adopted a hybrid model in grantmaking. There is Partnered Funding (or commonly known as Wholesale Funding) where the Board provides grants through key Government partners, such as the Ministry of Education (MOE) and the National Arts Council (NAC). These partners are fund administrators. There is also Direct Funding (or commonly known as Retail Funding), where the Board provides grants directly to the grantees. “We made use of the Partnered Funding approach more in our grantmaking projects to leverage on the ground expertise and experience of our partners, to multiply Tote Board’s reach, and to keep the cost of operations low,” she explained.

Under the guidance of the late Dr Goh Keng Swee and Dr Yeo Ning Hong, Boon-Ngee and the grantmaking team laid the foundations for Tote Board’s grant management work. Besides Partnered Funding, some of the other key characteristics included co-funding...
which promotes shared responsibilities and instils financial discipline on the grantees when managing the operational and programme costs. As a public agency, Tote Board aligns its objectives and work to complement Government policies. We have complemented, accelerated and enhanced worthy programmes which received Government’s funding.

BUILDING UP THE ECOSYSTEM

In May 2004, Tote Board acquired Singapore Pools from Temasek Holdings. With this acquisition, Singapore Pools’ grantmaking function was consolidated with Tote Board. The result was an increase in funds and scope of grantmaking to include sectors of Social Service and Sports. Then, Tote Board was already providing grants to projects in the sectors of Arts, Community Development, Education and Health.

“We consolidated and rationalised our grantmaking to meet expanded needs. We developed a new form of Partnered Funding, where multiple grant programmes for one sector are subsumed under one fund. The Tote Board Social Service Fund, targeting the social service sector, and the Tote Board Community Healthcare Fund, targeting at preventive health and intermediate and long-term healthcare, are implemented with this effort,” Boon-Ngee said.

Boon-Ngee and the grantmaking team identified the need to enhance the capability and capacity of the Non-Profit Organisations (NPOs) so that programmes would be better run and benefit the community. “We started a series of programmes. The Overseas Scholarship Programme for NPO Leaders provided exposure and exchange platforms on thought leadership and practitioner experience in Ivy League institutions such as Harvard and Stanford. It also allowed the nurturing and deepening of international networks. We also started to advocate for ‘outcome funding’, to challenge NPOs to think hard on the real intent and outcomes of their work.” In addition to these initiatives, Tote Board has also catalysed and seeded the formation of social enterprises, such as the Caring Fleet.

GRANTMAKING INTO THE FUTURE

Under the stewardship of Mr Moses Lee as Chairman and Mr Fong Yong Kian as Chief Executive, Tote Board underwent a transformation in grant management for the last three years. The strategic positioning is to transform Tote Board to be a strategic and impactful grantmaker, with clear strategic outcomes and objectives. The Tote Board Enabling Lives Initiatives and Tote Board Mental Health Strategic Initiative, are two programmes developed under the new framework. We have also begun work on new focal areas for the next few years, targeting at, for example, segments of caregivers and vulnerable children and youths.

Today, the grantmaking function is managed by a team of 22 professionals with more than $8 billion grants approved since the establishment of Tote Board in 1988. Boon-Ngee emphasised, “We want to be an intelligent and a proactive grantmaker, and a supportive partner. We will bring to the table our financial resources, our knowledge, our cross-sector know-how; our power to convene, and our wide networks of partners, stakeholders and friends, to better understand the needs of the beneficiaries. We aim to work towards common and shared outcomes and always keeping our beneficiaries at the centre of everything that we do.”

Summing up her grantmaking journey thus far, Boon-Ngee reflected, “The Board’s grantmaking structure will continue to evolve with time and to meet the needs of the communities that we serve.”

Boon-Ngee has seen the evolution of grantmaking over the years, but one thing remains constant. “Every day, I wake up raring to go to work, because each new day means that it is an opportunity to fulfil a new purpose and to help someone.”
TOTE BOARD

We aspire to be a strategic, impactful grantmaker.

OUR GRANTMAKING PORTFOLIO

As a grantmaking organisation, Tote Board contributes to building and sustaining an inclusive, resilient and vibrant community through our grants. Tote Board works closely with stakeholders and partners to support worthy projects across the sectors of Arts, Community Development, Education, Health, Social Service and Sports.

Since its inception in 1988, Tote Board approved grants of more than $8 billion to support worthy causes in these six sectors:

- Arts & Culture
- Community Development
- Education
- Health
- Social Services
- Sports

TOTE BOARD'S GRANT MANAGEMENT FRAMEWORK

Our grant management activities are guided by the following principles:

Convenor/Knowledge Sharing
Through our networks across the six sectors, we are well placed to identify and respond to strategic trends and challenges affecting Singapore’s social and community sectors. We are always ready to convene partners and stakeholders towards collective action and shared outcomes and promote development of holistic solutions and programmes that are beneficiary or grantee-centric.

Enabling Role
We believe that our grantmaking plays an enabling role for our grantees and that we need to be flexible in our approach, to support broad-based programmes while initiating and supporting new ideas or solutions with our partners. We play a catalytic role in accelerating and scaling up programmes to promote greater reach and benefit more beneficiaries.

Encourage Sustainability, Capacity and Capability Development
Our partners and grantees are encouraged to work towards programme and organisational sustainability. Tote Board supports efforts that promote sharing of best practices, capability and capacity building and thought leadership. Evidence-based programmes and governance guide our grant management.
Tote Board aims to uplift our community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore through our grantmaking.

In FY2016, Tote Board approved a total of $459 million in grants to the following sectors:

- **Arts and Culture**: $27,400,000
- **Community Development**: $74,623,000
- **Education**: $4,845,000
- **Health**: $42,810,000
- **Social Service**: $176,992,350
- **Sports**: $131,991,000

**Total**: $458,661,350
Equitable Opportunities for Vulnerable Groups
A socially inclusive society that supports different ways for vulnerable groups in society to fulfil their potential and enable them to make meaningful contributions to society.

Resilient Community
A cohesive society with a shared identity, able to overcome major social fault lines with the capacity to navigate and prosper in the face of adversity and change.

Enhanced Quality of Life
A society that achieves quality of life through a vibrant culture, active lifestyles and quality living spaces.
Tote Board is committed to addressing emerging and critical gaps in mental health – a key social and health issue that is gaining prominence. As such, Tote Board has set aside funding of $26 million over the next five years, with the aim to support mental wellness and create opportunities for Persons with Mental Health Issues (PMHIs) to lead a dignified life to their fullest potential.

Tote Board’s three key focus areas are:

1. **Vulnerable and at-risk group – Children and Youth**
   To enhance community-based outreach, early detection and referral services for underserved children and youth, supporting ground-up initiatives and new ideas.

2. **De-stigmatisation through Mental Health Literacy and Employability of PMHIs**
   To increase understanding of mental health issues and increase employability for PMHIs.

3. **Research to Build Capability of Mental Health Space**
   To conduct research projects that can lead to designing more holistic and effective programmes as well as strengthening the capability of the Mental Health space to meet future needs.

To address the three focus areas, Tote Board provides grants with an emphasis on preventive and cross-cutting measures that can create a positive impact for PMHIs.
PROMOTING MENTAL WELL-BEING IN THE COMMUNITY

As part of Tote Board’s drive to be a more impactful grantmaker, we develop and curate strategic initiatives to address specific and emerging challenges in the community. One illustration is the Tote Board Strategic Initiative on Mental Health.

“The starting point for our initiative is to raise awareness that each and every one of us or our loved ones may potentially have to deal with mental stress at some point in our lives, and if not managed properly, can lead to more pressing health concerns. In designing the programmes, we have put ourselves in the same position as an individual dealing with a mental well-being or health situation and think about what can be done to help this individual,” explained Ms Wendy Loo, Deputy Director of Grant Management Division.

PMHIs often face multiple deprivations, and their condition is made worse by stigma. “Tote Board aims to play a catalytic role by working closely with key stakeholders across different sectors, to help address the needs within the mental health space,” highlighted Ms Rashika Ranchan, Head of Special Projects of Grant Management Division.

For this initiative, Tote Board works with partners, including the Institute of Mental Health (IMH), Agency for Integrated Care (AIC) and National Council of Social Service (NCSS). Highlighting the Board’s role as a convenor, Ms Ranchan said, “We play a proactive role by convening partners to collaborate and brainstorm for new and innovative ideas that will address challenges within the mental health space, for wider social and community impact.”

OVERCOMING THE STIGMA OF MENTAL HEALTH

One focus area is converging efforts on how to overcome the social stigma associated with mental health.

Ms Tina Hung, Deputy CEO of NCSS, said, “Tote Board is a vital partner in our public education efforts, to transform public mindshare and awareness in the disability and mental health spaces. In an NCSS survey, seven out of 10 persons in recovery indicated that they have difficulties living with dignity because of the attitudes and actions of others. We are confident that attitudinal and behavioural changes towards persons in recovery is possible with close collaboration and widespread support from social service organisations, mental health service providers, hospitals, employers, schools, IMH and society at large.”

Sharing her point, Dr Tan Weng Mooi, Chief of the Community Mental Health Division of AIC said, “We need to build a supportive community where people with mental health conditions feel ‘safe’ to step out, seek help and gain acceptance. When mental health becomes an open topic for social discussions, it is a signal that we are progressing towards that goal.”

Tote Board also partners with IMH to conduct

“The starting point for our initiative is to raise awareness that each and every one of us or our loved ones potentially may have to deal with mental stress at some point in our lives, and if not managed properly, can lead to more pressing health concerns.”

Ms Wendy Loo

Tote Board Annual Report 2016/17
research studies that will contribute towards reducing and eventually eradicating such stigma. One of the areas is to promote more evidence-based research and programmes.

“We are happy to commence this mental health study with the support of Tote Board’s grants. The study is expected to complete by early 2018. We hope that the research findings will benefit non-profit organisations in implementing effective programmes to reduce stigma in mental health,” Dr Mythily Subramaniam, Director of Research of IMH, shared.

Professor Chong Siow Ann, Vice Chairman, Medical Board (Research) of IMH added, “From IMH’s standpoint, not only are we able to provide the statistical data that our partners need, we are also able to advise them on the focus areas, so that they can direct their resources and efforts in the right direction.”

In addition to the de-stigmatisation efforts, the Board’s other key focus areas are community-based services for children and youths and how to empower persons recovering from mental health to lead a life filled with opportunities and to pursue their dreams.

Inspired by a young lady whom she recently met, Ms Loo shared, “This officer is a young lady working with one of our partner agencies. During a meeting, she revealed openly that she is a person in recovery and upon completing her degree, she joined the agency and is now championing the mental health programme. She is certainly one of the many inspiring examples for us to want to do more to help persons in recovery.”

Ms Ranchan added: “We want to focus on outcomes-based grantmaking and achieve greater impact. Through this strategic initiative, we will harness the expertise of different partners to shape and co-create solutions in
areas such as early intervention, employability as well as building the capacity and capability of organisations in the mental health space.”

Dr Tan acknowledged that Tote Board’s grants have enabled AIC to further collaborate with community partners in piloting innovative and person-centric programmes. These include “ACTIVE”, a mindfulness programme by Brahm Centre and “Active Minds”, a home-based support and structured cognitive exercise programme by Filos Community Services.

**SHARED GOAL**

Looking ahead, Tote Board and our partners will continue to pursue a shared goal of improving the lives of all in Singapore. Ms Loo added, “Nurturing a caring community, strong partnerships, and right resources and expertise will enable Tote Board and the partners to promote and enhance mental well-being”.
Providing adequate and holistic support to the social service sector has always been one of Tote Board’s priorities as a grantmaker. Thus, the Tote Board Social Service Fund (TBSSF) was set up in 2006, allocating grants for worthy causes. Besides critical and strategic social service programmes, the TBSSF also allocates grants to programmes with new service models and tested-models ready for scale-up such as the EQUAL Therapy Programme. Through the TBSSF, Tote Board’s grantmaking is able to provide equitable opportunities for vulnerable groups.

The students of Spectra Secondary School attending a session of the EQUAL Therapy

**Tote Board Social Service Fund**

Providing adequate and holistic support to the social service sector has always been one of Tote Board’s priorities as a grantmaker. Thus, the Tote Board Social Service Fund (TBSSF) was set up in 2006, allocating grants for worthy causes. Besides critical and strategic social service programmes, the TBSSF also allocates grants to programmes with new service models and tested-models ready for scale-up such as the EQUAL Therapy Programme. Through the TBSSF, Tote Board’s grantmaking is able to provide equitable opportunities for vulnerable groups.
The EQUAL Therapy programme of EQUAL-ARK serves at-risk youths and students with special needs in Singapore. It aims to provide them with social support to build their character and develop positive behaviour.

“The whole idea behind this programme is to provide social-emotional learning development through a philosophy of equine-assisted learning,” explained Ms Xia Jiamei, Senior Instructor of EQUAL-ARK.

NURTURING THEIR INNER POTENTIAL

Throughout the programme, participants take part in equine activities that are geared towards experiential learning.

“Horses are naturally sensitive animals, so they are able to sense our moods and feelings. For instance, if someone is feeling anxious, the horse will respond and behave similarly. By working with horses, beneficiaries acquired skills such as building empathy, managing impulsivity, thinking laterally, taking responsible risks and exercising persistence,” said Ms Ameerah Mattar, Clinical Director of EQUAL-ARK.

The EQUAL Therapy consists of horsemanship activities such as basic horse handling and horse grooming skills and horseplay, as well as playing games such as Horse Billiards and Horse Soccer.

With grants from Tote Board, EQUAL-ARK has scaled up its capacity and is now able to enrol more than 500 beneficiaries in the programme. The beneficiaries include students from Spectra Secondary School, which takes in students from the Normal Technical stream.

“Our students are very much kinaesthetic learners. When interacting with the horses, which are delicate animals, they learn to develop more self-awareness and how they should react to their surroundings,” he continued.

OUT OF THEIR COMFORT ZONE

For the students, being in a new environment and working as a team increases their attention span and allows them to interact better with one another.

“At first, I was nervous to even get started. But once you get used to it, it was really fun. Now, I look forward to coming here every week because of all the interesting activities that are in store for us,” said Nur Afifah Mohd Firdaus, a Secondary Two student from Spectra Secondary School.

Another fellow student, Hemaraj S/O Sivanesan, added, “Grooming or stroking the horses can be a lot more challenging than it looks. However, with

“Horses are naturally sensitive animals, so they are able to sense our moods and feelings. For instance, if someone is feeling anxious, the horse will respond and behave similarly.”

Ms Ameerah Mattar
guidance from the instructors, we slowly learnt the correct methods of handling the horses. It is much like communicating with another person, like making new friends!”

The programme at EQUAL-ARK has become a weekly routine for the students, and with each visit they are given the opportunity to learn something new.

“To handle the horses in the right manner will require us to understand them first. For me personally, I look forward to the day when we will finally be able to ride the horses,” said Nur Laila Atika Mohd Hirman.

**CHANGING FOR THE BETTER**

Currently, this is the third batch of Secondary Two students from Spectra Secondary School undergoing the programme.

“With the generous help from Tote Board, we are able to send our entire batch of Secondary Two students for the programme this year,” shared Mr Sivaganesh.

“Every Secondary Two student will go through this and having observed how much the therapy can help our students, this programme has become a key thrust in the curriculum in our school.”

In 2017, a study conducted by the Institute of Mental Health (IMH)’s Department of Child Psychiatry revealed that the EQUAL Therapy has resulted in significant improvements to the characteristics of at-risk youths.

“Theyir perspective and attitude towards life and school becomes more positive. With this substantial progress, it will ultimately lead to improved academic grades for many of the students,” explained Ms Ameerah.
The students of Spectra Secondary School gathered together after a session of the EQUAL Therapy.

The EQUAL-ARK instructor teaching the students the right methods of riding a horse.

The right way of getting oneself up onto a horse.
Launch in 2009 by Tote Board, the Tote Board Community Healthcare Fund (TBCHF) is a collaboration between Tote Board, Ministry of Health (MOH), the Agency for Integrated Care (AIC) and the Health Promotion Board (HPB).

TBCHF helps to build a healthier nation, enhance the quality of life of patients and improve the affordability and accessibility of healthcare services for the needy and the disadvantaged. It seeks to address the needs of an ageing population and shift the community’s focus towards preventive health and community care services.

TBCHF catalyses the test-bedding of innovative service models and programmes. Upon successful piloting, programmes will transit to mainstream government-funded programmes. TBCHF also supports the expansion of programmes with proven outcomes, extending its reach and benefiting more Singaporeans.

The ComSA@Whampoa initiative is one of the many projects supported by the TBCHF.
AGEING SUCCESSFULLY

As Singapore faces a rapid ageing population, it is important to ensure our seniors are able to benefit from wide-ranging initiatives that will enable them to age-in-place successfully, confidently and gracefully.

TBCHF helps to build a healthier nation and improve the affordability and accessibility of healthcare services through collaborations with community partners. One of these partners is the Tsao Foundation, a non-profit organisation that strives to transform the ageing experience and enable opportunities in longevity.

Tsao Foundation has developed a community-based system of integrated comprehensive programmes and services. With the grants from TBCHF, Tsao Foundation will increase the accessibility and sustainability of quality healthcare, encourage lifelong learning and self-efficacy, and aid elder empowerment and participation in the community.

Ms Peh Kim Choo, Chief Executive Officer of Tsao Foundation expressed, “We are thankful for Tote Board’s grants to facilitate our programmes. The grant has enabled us to implement our latest initiative - the Community for Successful Ageing at Whampoa (ComSA@Whampoa).”

ComSA has two main components. Firstly, an integrated medical, social and psycho-emotional healthcare hub providing quality community-based primary healthcare to mature adults and frail elders over their course of life. Secondly, a community development arm concentrating on self-enhancement programmes to aid towards successful ageing and intergenerational solidarity. There is a critical network of local grassroots, service agencies, regional hospitals, research institutions and other stakeholders supporting the programme.

AN INTEGRATED CARE SYSTEM

Through case finding using the risk screener and its service network connections, the ComSA health team is able to identify and provide elders in Whampoa with the services that they need in order to age at home in optimal health and wellness.

Among the beneficiaries is 76-year-old Madam Tan Siew Luan, who has difficulty walking and multiple health conditions such as hypertension and diabetes. Her case was ‘red flagged’ when staff at ComSA’s outpatient clinic saw that her condition kept deteriorating even though she was given regular medication.

Over several visits to Madam Tan’s home, ComSA’s care managers learnt that her family and financial circumstances were challenging. For instance, the medication given to her was being used by her daughter who similarly, had diabetes.

As part of the care plan drawn up for and with Madam Tan, the care managers linked her to third parties for regular provisions of food and diapers. They also sourced for other necessities like a walking frame, hotplate and clothing. As Madam Tan gratefully shared, “Thanks to ComSA, my living conditions and medical care are now more stable.”

Ms Fiona Hon, the team’s Senior Care Manager (Nurse), also aided Madam Tan in overcoming her fear of administering insulin injections by teaching her safe techniques to self-administer the insulin.

Today, Madam Tan has successfully transitioned from being a homebound elder-at-risk to a participant in day health programme at the ComSA Centre at Whampoa. She is an active participant in the centre’s activities like its art and physical activity sessions.

“It is good here because I have food to eat, things to paint and exercises to do,” smiled Madam Tan.

TOWARDS SELF-EFFICACY AND INDEPENDENCE

Another beneficiary of ComSA is Mr Charlie Goh, 71. Mr Goh, a retiree, took it upon himself to seek ways that...
would allow him to age successfully. He then discovered ComSA@Whampoa, and has not looked back since.

“ComSA is a very good form of communal activity. It is where you can interact with elderly citizens, know their lifestyles, become friends and bond together in activities and enjoy them together.”

An active participant since 2015, Mr Goh finds that these community development programmes aid seniors in their physical, mental and social well-being.

He has also seen an improvement in himself since he started attending these programmes. “Before, I was more reserved and kept to myself. But now, I can face the crowd without stage fright and express myself without any fear.”

For Mr Goh, the opportunity to meet and interact with other seniors is precisely why he finds such programmes meaningful. He explained, “Bonds are formed as we pass the time together. At the end of every session, everyone is happy. There is a strong sense of togetherness.”

“You can age successfully. More importantly, you are not alone in doing so.”
SUPPORT THAT MAKES A DIFFERENCE

It is with such initiatives like ComSA, that seniors like Madam Tan and Mr Goh can find greater community support towards a successful and graceful ageing.

With Tote Board working closely with its partners to administer the TBCHF scheme, more programmes will be developed and implemented to benefit the community.

Tote Board Community Healthcare Fund (TBCHF)

$230 million
The amount of funds that Tote Board has set aside for TBCHF from FY2009 – FY2019.

240 projects
The total number of community projects that TBCHF has supported and seeded.

900,000 beneficiaries
The estimated number of people who have benefited from TBCHF projects.

Joint Collaborators
Tote Board works together with MOH, AIC and HPB in administering the TBCHF.

What Do They Do?
Periodically review new areas and funding gaps, and identify worthy projects to support.

Additional areas in the recent tranche of TBCHF funds include:
- Scaled-up specialised transport services for eldercare
- Caregiver support and care coordination initiatives
- Ground-up community initiatives serving niche segments

“ComSA is a very good form of communal activity. It is where you can interact with elderly citizens, know their lifestyles, become friends and bond together in activities and enjoy them together.”

Mr Charlie Goh
Tote Board actively seeks to improve the lives of the vulnerable groups through our grants. This is in alignment with Tote Board’s vision of uplifting the community by Giving Hope to vulnerable groups and Improving Lives of all in Singapore.

Tote Board strongly believes in providing equal opportunities and access to enriched learning for students with special needs, from a young age. This will empower them to develop their fullest potential, move up in life, gain the abilities to integrate into the community, and can ultimately contribute to the nation.

Through the years, Tote Board’s grant programmes to SPED schools have accelerated the quality of services in the area of social services, as well as increased their access to arts and technology.

Equitable Opportunities for Students with Special Needs

Mrs June Tham, former Executive Director of Rainbow Centre
EMBRACING DIFFERENCES

A jovial and good-natured individual, Mrs June Tham’s journey in the Special Needs Sector began unexpectedly, more than three decades ago, when she first joined the Association for Persons with Special Needs (APSN) in 1982.

“I remember chancing upon a newspaper advertisement by APSN, stating that they were looking for a teacher,” Mrs Tham recalled. Upon joining APSN, she found an instant passion among the kids she was working with.

In 1989, she joined Margaret Drive School, a Special Education (SPED) school which provides special education programmes. These programmes are targeted at students with multiple disabilities and teachers with structured teaching for exceptional students between seven to 18 years old.

In Margaret Drive School, Mrs Tham held the position of Executive Director and was concurrently the principal of the school. There, she had only one focused mission in mind – to better serve children with special needs.

As the years progressed, she began working closely with organisations like Community Chest to help uplift the SPED Schools Sector. “This was when the funding from Tote Board came into good use,” she conveyed.

In 2005, Tote Board saw the value in harnessing technology to improve the lives of students with special needs, and started to provide grants for Computers and AV Equipment to SPED schools.

Subsequently, to encourage more innovative projects and accelerate the adoption of information and communication technology (ICT), the Tote Board ICT Fund was started with the aim of building a pervasive culture of ICT innovation amongst the schools.

An example of a SPED school that has benefitted from the grants is AWWA School, which provides Special education to children with multiple disabilities and children with autism.

“With Tote Board’s ICT Grant, schools were able to purchase customised ICT tools and devices to benefit students with diverse disability profiles. For instance, grants were used to purchase virtual reality ICT tools that engage students in experiential learning with the use of 3D apps and develop their social skills as well as lengthening their attention span,” Mrs Ruby Seah, Principal of AWWA School said.

IN PURSUIT OF MAKING A DIFFERENCE

Tote Board also provided grants to build capacity and
capability of SPED schools, to help boost the suite of services provided there.

“We are able to employ staff such as therapists and specialists to allow us to cater to the needs of the students, and purchase more equipment fitted to aid them,” Mrs Tham said.

“Every area of the special needs sector has to be catered for objectively, based on merits,” she added.

In 2008, Mrs Tham was selected as a beneficiary of the inaugural Tote Board Overseas Scholarship Programme.

“Coming home after the exchange and experience from the Scholarship Programme, I realised that an organisation’s mission must remain relevant throughout and there must be ways to keep it sustainable,” she said.

Quoting a case study that she read about in her scholarship curriculum, Mrs Tham was impressed at how two hospitals in India developed a sustainable healthcare system.

“The two hospitals operate simultaneously. One serves the wealthy and the other serves the poor. So one hospital charges patients who can afford to pay while the other gives free cataract surgeries to the poor,” Mrs Tham cited.

She felt privileged that the Tote Board Overseas Scholarship Programme exposed her to the different areas that the special needs sector is still lacking in.
A published article written by Mrs Tham following the completion of her Tote Board Scholarship

“I met many people from different countries who shared their experiences and insights on the social service sector. It was certainly an eye-opener,” she said

She immediately put what she has learnt to good use, and has seen visible results after the implementation of these best practices in the SPED schools she had worked in.

A SENSE OF GRATIFICATION AND FULFILLMENT

Mrs Tham retired from being the Executive Director of Rainbow Centre in 2014. But her voice remains an active and strong advocate, consistently raising awareness for children and youths with special needs.

Seeing the difference that Tote Board’s grants have made to improve the learning and development of students with special needs, she feels a sense of satisfaction

“I admire my students’ unwavering enthusiasm for life. They continue to inspire me every single day,” she stressed.

For Mrs Tham, the faces of some of these children as they excitedly greet her are forever engraved in her heart and mind.

“Coming home after the immersion of exchange and experience from the scholarship programme, I realised that an organisation’s mission must remain relevant throughout and there must be ways to keep it sustainable.”

Mrs June Tham
Tote Board is committed to building the capacity and capabilities of the Non-Profit Organisations (NPOs), including social enterprises, so that they can better deliver more effective services and programmes to better serve their beneficiaries.

The Tote Board Overseas Scholarship Programme, initiated in 2008 is one such programme. The Scholarship aims to equip leaders from non-profit organisations with the right competencies in the areas of non-profit management and leadership. Leaders of NPOs are sent to internationally renowned universities including Harvard and Stanford, to learn about the latest management ideas and concepts, emerging trends and challenges, as well as new management tools. Over the last 10 years, up to FY2017, a total of 38 scholars benefitted from this programme.

Other capacity and capability building initiatives include the ACE Capstone Leadership programme and the Tote Board Case Study Collaborator programme.
For over 25 years, Mr Abhimanyau Pal has been pioneering and championing causes within the social service sector in Singapore.

Today, he heads SPD as its Executive Director. SPD is a charitable organisation that serves people with disabilities.

Mr Pal highlighted, “We serve the needs of persons with disabilities. Through our work, we ensure that they receive all the support they need to be able to lead independent and fulfilling lives.”

LEARNING FROM THE BEST

In 2010, Mr Pal was selected as a scholar under Tote Board’s Overseas Scholarship Programme. He attended the Executive Certificate in Nonprofit Leadership Programme at Duke University in the United States, where he was given the valuable opportunity to learn more about non-profit leadership and management concepts within an international context.

“There were three key learning takeaways from my experience, which have been deeply ingrained in my mind to this very day,” he said.

First, for an organisation to be successful, it needs to have a solid foundation and structure. We must invest in a strong back-end team, and it is essential to have capable people at all levels of the organisation.”

Second, an organisation must grow in a sustainable way. We should look at consolidating resources in the sector so that organisations can grow in a sustainable manner.”

Third, social enterprises have the potential to strengthen the non-profit sector. This, however, is still in its infancy stage in Singapore,” he said.

Upon completing the scholarship, Mr Pal returned to Singapore with a renewed purpose. The three insights he acquired have constantly guided him for the past seven years, as he led SPD forward.

“We started developing a more structured back-end support and invested in capable manpower resources. I wanted SPD to grow, but in a tenable way,” he said.

“Through the Tote Board scholarship, I was exposed to new and different aspects of the non-profit sector, and began to understand the areas that needed more work for the sector to grow”

COLLABORATING WITH TOTE BOARD

Mr Pal credits Tote Board for the crucial role it plays as a grantmaking organisation to help build the capability and capacity of the non-profit sector through a range of programmes, including the Overseas Scholarship Programme. This will ensure the vulnerable groups such as persons with disabilities in Singapore are well-catered for.

He shared that in addition to capacity and capability building support, Tote Board has provided grants for several of his organisation’s initiatives and programmes over the years.
One of these grant programmes is the Transition Programme for Employment. Supported by a multidisciplinary team, individuals will receive support in areas such as active rehabilitation and employment placement, assisting the integration of persons with disabilities into the working world.

“However, in order for the programme to be successful, we needed an accessible transport service for these newly-recovered individuals to be shuttled to and from our centre,” explained Mr Pal. This has been made possible by another Tote Board grant, which provides specialised transport service for wheelchair-bound clients.

The Board also funds SPD’s Early Intervention Programme for Infants and Children, a programme that provides children with special needs, aged below six, with educational and therapy services. This is an important service as early intervention will improve the long-term outcomes for the children and their families.

**CREATING AN INCLUSIVE SOCIETY**

Mr Pal continues to feel the same burning passion and desire to carry on his advocacy work to create a more inclusive society, just like when he started work in the social service sector.

One of his more memorable cases involved a young boy with brittle bone disease. Believing the intelligent and capable boy to be deserving of a good education, Mr Pal fought hard to get him a placement in a mainstream school. This was during a time when mainstream schools were reluctant to take in students with physical disabilities, due to a lack of proper facilities and resources.

Mr Pal proudly shared that today, this boy, who is now in his early 20s, is pursuing his post-graduate diploma at Ngee Ann Polystechnic.

He reflected, “Every step we take to support vulnerable persons, no matter how small, will certainly make an
impact and a difference. Never underestimate the power of our actions – they can go a very long way for someone in need.”

While Singapore’s social service sector has seen tremendous growth, Mr Pal feels there is still much to be done. “We still need to work towards widening our scope of work, increasing collaborations, exploring new ways to contribute and getting out of our comfort zones. Building the capacity and capability of organisations can help them achieve greater outcomes in serving their beneficiaries.”

He added, “Raising public awareness is critical. We have to educate the society at large and make them understand the needs of those with special needs, while also encouraging them to play their part in building an inclusive society.”

Moving forward, SPD will continue to work in close partnership with Tote Board, towards creating a more inclusive Singapore.
For PwDs, sports is an empowering tool that improves their quality of life. It also plays a pivotal role in shaping societal attitudes towards PwDs at the individual, community and national level.

In 2016, the Committee for Disability Sports developed a comprehensive Disability Sports Master Plan (DSMP) with the following three outcomes:

- Expand Access and Opportunities for Participation
- Develop Organisational and Professional Capabilities
- Build Awareness and Strengthen Affinity

The DSMP seeks to help PwDs lead more active lives and create a thriving disability sports ecosystem. This is achieved through coordinating efforts by various agencies and organisations to encourage sports participation among PwDs, as well as to cultivate a 3P (people, public and private) partnership culture.

Tote Board’s grants have enabled the kick-starting of the DSMP, as well as the building up of capacity and capabilities in disability sports. The initiatives include the establishing of Centres of Expertise for Disability Sports, which offer programmes such as wheelchair rugby and dragonboat.

These efforts will help sustain sports programmes for PwDs and build a potential pool of sporting talents in disability sports.
AN INCLUSIVE AND RESILIENT COMMUNITY

Building up the capacity and capabilities of the disability sport sector is one of Tote Board’s grantmaking objectives. As a grantmaker, Tote Board’s role is to work with our national sports administrator, Sport Singapore (SportSG) to create an all-inclusive sports environment.

In 2016, the Committee for Disability Sports rolled out the DSMP to help consolidate efforts by various agencies and organisations to make sports participation more accessible for persons with disabilities (PwDs).

“The DSMP, under SportCares, is part of a national movement to empower PwDs and enhance their overall quality of life,” highlighted Mr Kerk Kim Por, Director of SportCares Foundation, the philanthropic arm of SportSG, which uses sport for social good.

“Through sports, not only can one’s health improve, it can also contribute towards bridging social gaps, making Singapore a more inclusive nation.”

BRIDGING COMMUNITIES THROUGH SPORTS

Known for its ability to bring people together, sports can help to build resilient communities and more importantly, improve the lives of PwDs.

Through studies and research, SportSG realised that there is a high demand among PwDs for swimming lessons. Hence, through Tote Board’s grants, a swimming programme for PwDs was developed.

“Our aim is for PwDs to be not fearful of their conditions. We want them to integrate into the mainstream society,” Mr Kerk reiterated.

“It takes different kinds of skills and abilities put together, to play a sport, even at a recreational level. The takeaway for PwDs is far greater, because with the skills acquired, they are able to use them in their daily lives too,” he expressed.

EMPOWERING LIVES THROUGH SPORTS

Thus far, the programme has benefitted many individuals, including 22-year-old Edgar Chong, who suffers from a spinal cord injury since 2011.

“Ironically, I injured my spinal cord through a swimming incident,” Edgar recalled. “But thankfully, it is just a partial injury.”

Edgar attends the swimming programme with his father, Mr Patrick Chong, at Sengkang Swimming Complex, which is just a bus ride away from his home. The Swimming Complex is wheelchair accessible, and with Tote Board’s grants, SportCares is able to provide equipment such as waterproof wheelchairs to ensure that swimming is safe for PwDs.

While monitoring his son’s progress, Mr Chong realised certain improvements that Edgar has achieved upon completing the entire programme.

“Previously, when Edgar swam just half a lap, he was already panting non-stop. But slowly, he is able to do...”

Mr Kerk Kim Por

“It takes different kinds of skills and abilities put together, to play a sport, even at a recreational level. The takeaway for PwDs is far greater, because with the skills acquired, they are able to use them in their daily lives too.”
eight laps per session. I can definitely see an improvement in his stamina, mobility and movement of his limbs,” Mr Chong analysed.

“I am no longer afraid of the water. Now I can do 10 laps every session!” Edgar excitedly chipped in. Apart from participating in the swimming programme, he also regularly takes part in wheelchair rugby.

“In a way, swimming helps to strengthen my stamina and allows me to have better co-ordination when I play rugby,” Edgar expressed.

Tote Board’s grants have contributed to many areas such as the physical infrastructure and the equipment needed to make the programmes possible.

Mr Kerk revealed Tote Board has played a very important role in getting the programmes started, as well as providing grants for SportSG to appoint the appropriate vendors and coaches. He added, “We want to ensure that the needs of PwDs are met and we can achieve more by working closely with our partners.”

STAYING POSITIVE AND OPTIMISTIC

Tote Board’s grants contribute to the objective of making sports accessible to all people. For PwDs like Edgar, participating in sports programmes and initiatives has its long-term functional benefits.

“I still see a lot of untapped potential for the disability sector. For people like myself, we are afraid to try out new sports because we have our concerns and reservations,” Edgar expressed.

Both Edgar and his father remain optimistic in the face of their challenges. Fortunately, through the SportCares
programmes supported by Tote Board, Edgar’s hope is renewed.

“The programme has provided us with means and tactics to progressively work on Edgar’s mobility. Next, we’re hoping to see him standing on his own,” mused Mr Chong.

The hope that SportCares has for the future of the disability sport sector is for even greater synergies and partnerships. Mr Kerk said, “Sports has its special way of setting differences aside, while uniting everyone from all walks of life.”

Tote Board will continue to play a critical role to develop an inclusive and vibrant sports ecosystem by way of collaborations with various partners.

“Sports has its special way of setting differences aside, while uniting everyone from all walks of life.”

Mr Kerk Kim Por
Tote Board initiated the fund-raising programme in 2006, to serve as a catalyst to rally and galvanise the community to contribute to worthy causes. The fund-raising programme seeds and complements the efforts by Social Service Organisations (SSOs) and Non-Profit Organisations (NPOs) to achieve their fund-raising targets.

In 2013, Tote Board increased the funding cap for each fund-raising event to $50,000 (from $20,000). This is to enhance support to the SSOs and NPOs in their fund-raising events. Tote Board’s funding will help to offset some parts of the operational costs of fund-raising events and ensure that more of the funds raised can be directed to benefit the beneficiaries.

In FY2016, Tote Board approved a total of $16.9 million to support 338 fund-raising events. The approval of fund-raising to SSOs, NPOs, education institutions, arts and sports entities as well as private sector organisations for the last four years is shown below. The fund-raising events included charity golf tournaments, gala dinners, charity walks and runs, movie premieres and concerts as well as fund-raising symposiums.

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<th>FINANCIAL YEAR</th>
<th>2013</th>
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RIDE FOR RATIONS 2016

"Ride for Rations, a fund-raising effort initiated in 2011, has enabled a sustainable and consistent provision of the much needed food rations for the less well-off in our society. The programme has grown from strength to strength, benefitting 380 households which is an increase of more than five-folds when the programme commenced in 2011. Beyond numbers, the programme has enhanced nutritional value for the beneficiaries, provided a platform for volunteerism through the monthly rations distribution and raised awareness of the needy in our society. The grants by Tote Board have made it possible for Bike-Aid (Singapore) to help make a difference in the lives of the beneficiaries supported by Ride for Rations."

Shoeb Burhanuddin
President
Bike-Aid (Singapore)
CANCER CARE SYMPOSIUM 2016 – EVIDENCE-BASED TCM TREATMENT AND PSYCHOLOGICAL HEALTH ISSUES

The grants from Tote Board will help support patients with cancer and metabolic diseases who are poor and needy. They enjoy 100% cost waiver to all treatments provided in the clinics managed by experienced and well-qualified physicians. Our purpose is to alleviate their physical and mental sufferings through the provision of medical expertise. More than 1,600 individuals will benefit with a total of close to 10,000 patient visits.

Monica Tea
Medical Director
Singa Charity Medical

“ITSY - THE MUSICAL” FUNDRAISER IN SUPPORT OF THE FINGER PLAYERS 2017

With the grants from Tote Board, we were able to raise funds for our Pay It Forward Scheme, where members of the public could connect directly with beneficiaries from charity organisations through our shows. As a start, beneficiaries were treated to a free performance of ITSY, the company’s first musical, where they interacted with donors, cast and crew, and members of the public. Through this face-to-face interaction, we have put a face on charities, and have also raised awareness of volunteerism, while exposing the beneficiaries to the arts.

Chong Tze Chien
Company Director
The Finger Players Ltd

WORLD DOWN SYNDROME DAY 2017

We are thankful to Tote Board for their support at our various fund-raising events. The grants has made it possible for us to continue the running of our various programmes and services at Down Syndrome Association (Singapore) (DSA). These programmes and services have benefited more than 680 persons with Down syndrome and their families. The beneficiaries have become more independent, have integrated well with the community and have meaningfully contributed back to our society.

Moses Lee
Executive Director
Down Syndrome Association (Singapore)
LAUNCH OF THE WOMEN’S HEALTH RESEARCH AND EDUCATION FUND 2016

"We are very thankful for Tote Board's grants towards the Official Launch of the “Women's Health Research and Education Fund” under SingHealth Duke-NUS Obstetrics & Gynaecology Academic Clinical Programme (OBGYN ACP). The Fund will support medical research and education that will lead to breakthroughs in clinical care for future generations of women in Singapore.

Assoc Prof Bernard Chern Su Min
Academic Chairman
SingHealth Duke-NUS OBGYN ACP
Head & Senior Consultant
Chairman, Division of Obstetrics & Gynaecology
KK Women’s and Children’s Hospital

“Play With the Stars” clinic, supported by Tote Board, is a wonderful illustration of how SportCares develops programmes to nurture social inclusion and integration through sport for low-income or at-risk children and youths. The clinic provided an opportunity for our aspiring SportCares player Nur Nabila Bte Malek to learn from the best – WTA stars Martina Navratilova and Martina Hingis. The clinic also raised $25,000 to support our Love Singapore prosocial tennis programme for 15 girls and their mothers. The Love Singapore programme has seen the girls and their families take part in our nutrition workshops, join volunteer initiatives and grow through our youth leadership programmes.

Mr Richard Seow
Chairman
Sport Singapore

Deputy Prime Minister Teo Chee Hean was the Guest-of-Honour at the launch of the Women's Health Research and Education Fund 2016
The Financial Highlights as set out in pages 71 to 75 contain the extracts from the audited consolidated financial statements of the Tote Board Group (comprising Tote Board and its subsidiaries, Singapore Pools Pte Ltd and Singapore Turf Club) for the financial year ended 31 March 2017. You may wish to read the full set of the Group’s audited financial statements via www.toteboard.gov.sg.
# REVIEW OF FINANCIAL PERFORMANCE

**SINGAPORE TOTALISATOR BOARD (GROUP)**

## INCOME AND EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>Year ended 31 March 2017</th>
<th>Year ended 31 March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$M</td>
<td>$M</td>
</tr>
<tr>
<td><strong>INCOME FROM BETTING AND GAMING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lotteries and Sports Betting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>7,196</td>
<td>7,018</td>
</tr>
<tr>
<td>Prizes Paid</td>
<td>(4,826)</td>
<td>(4,849)</td>
</tr>
<tr>
<td>Betting Tax Paid To Government</td>
<td>(1,791)</td>
<td>(1,768)</td>
</tr>
<tr>
<td>Commission Paid</td>
<td>(48)</td>
<td>(48)</td>
</tr>
<tr>
<td></td>
<td><strong>531</strong></td>
<td><strong>353</strong></td>
</tr>
<tr>
<td>Totalisator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>1,224</td>
<td>1,377</td>
</tr>
<tr>
<td>Dividends Paid</td>
<td>(973)</td>
<td>(1,095)</td>
</tr>
<tr>
<td>Betting Tax Paid To Government</td>
<td>(66)</td>
<td>(74)</td>
</tr>
<tr>
<td></td>
<td><strong>185</strong></td>
<td><strong>208</strong></td>
</tr>
<tr>
<td><strong>OTHER INCOME</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income/(Loss)</td>
<td>286</td>
<td>(110)</td>
</tr>
<tr>
<td>Casino Entry Levy</td>
<td>134</td>
<td>145</td>
</tr>
<tr>
<td>Other Operating and Non-Operating Income</td>
<td>51</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td><strong>471</strong></td>
<td><strong>90</strong></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,187</td>
<td>651</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>(414)</td>
<td>(419)</td>
</tr>
<tr>
<td><strong>Grants Disbursements/Donations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts and Culture</td>
<td>(37)</td>
<td>(68)</td>
</tr>
<tr>
<td>Community Development</td>
<td>(44)</td>
<td>(77)</td>
</tr>
<tr>
<td>Education</td>
<td>(10)</td>
<td>(17)</td>
</tr>
<tr>
<td>Health</td>
<td>(23)</td>
<td>(30)</td>
</tr>
<tr>
<td>Social Service</td>
<td>(140)</td>
<td>(202)</td>
</tr>
<tr>
<td>Sports</td>
<td>(164)</td>
<td>(185)</td>
</tr>
<tr>
<td></td>
<td><strong>(418)</strong></td>
<td><strong>(579)</strong></td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) Before Tax</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax Expense</td>
<td>(4)</td>
<td>(4)</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) After Tax</strong></td>
<td><strong>351</strong></td>
<td><strong>351</strong></td>
</tr>
</tbody>
</table>

The Group recorded a surplus after tax of $351 million in FY2016/17 as compared to a deficit of $351 million in FY2015/16. The positive variance was due largely to higher income from investments, lotteries & sports betting, as well as lower disbursements in Grants/Donations.
## REVIEW OF FINANCIAL PERFORMANCE

### SINGAPORE TOTALISATOR BOARD (GROUP) BALANCE SHEET

<table>
<thead>
<tr>
<th></th>
<th>As at 31 March 2017</th>
<th>As at 31 March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td>642</td>
<td>671</td>
</tr>
<tr>
<td>Financial Assets At Fair Value Through Profit or Loss</td>
<td>3,531</td>
<td>3,431</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>1,013</td>
<td>742</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>5,186</td>
<td>4,844</td>
</tr>
</tbody>
</table>

|                           |                     |                     |
| **CAPITAL, RESERVES AND LIABILITIES** |                     |                     |
| Capital and Reserves      | 4,688               | 4,336               |
| Non-Current Liabilities   | 214                 | 223                 |
| Current Liabilities       | 284                 | 285                 |
| **Total Capital, Reserve and Liabilities** | 5,186 | 4,844 |

### SINGAPORE TOTALISATOR BOARD (GROUP) OUTSTANDING GRANTS/ DONATIONS COMMITMENTS

<table>
<thead>
<tr>
<th></th>
<th>As at 31 March 2017</th>
<th>As at 31 March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Culture</td>
<td>225</td>
<td>235</td>
</tr>
<tr>
<td>Community Development</td>
<td>376</td>
<td>405</td>
</tr>
<tr>
<td>Education</td>
<td>196</td>
<td>205</td>
</tr>
<tr>
<td>Health</td>
<td>222</td>
<td>205</td>
</tr>
<tr>
<td>Social Service</td>
<td>927</td>
<td>910</td>
</tr>
<tr>
<td>Sports</td>
<td>345</td>
<td>384</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,291</td>
<td>2,344</td>
</tr>
</tbody>
</table>
REVIEW OF FINANCIAL PERFORMANCE

LOTTERIES AND SPORTS BETTING TURNOVER

<table>
<thead>
<tr>
<th></th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOT $M</td>
<td>6,000</td>
<td>7,000</td>
<td>8,000</td>
<td>4,000</td>
<td>3,000</td>
</tr>
</tbody>
</table>

TOTALISATOR TURNOVER

<table>
<thead>
<tr>
<th></th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOT $M</td>
<td>5,000</td>
<td>1,500</td>
<td>1,600</td>
<td>1,300</td>
<td>1,200</td>
</tr>
</tbody>
</table>

INVESTMENT INCOME/(LOSS)

<table>
<thead>
<tr>
<th></th>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOT $M</td>
<td>250</td>
<td>300</td>
<td>150</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

FY 12/13 FY 13/14 FY 14/15 FY 15/16 FY 16/17
REVIEW OF FINANCIAL PERFORMANCE

CASINO ENTRY LEVY

<table>
<thead>
<tr>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$200</td>
<td>$150</td>
<td>$100</td>
<td>$50</td>
<td>$0</td>
</tr>
</tbody>
</table>

GRANTS DISBURSEMENTS/DONATIONS

<table>
<thead>
<tr>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300</td>
<td>$200</td>
<td>$100</td>
<td>$0</td>
<td>$100</td>
</tr>
</tbody>
</table>

ANNUAL CONTRIBUTION TO GOVERNMENT (BETTING DUTIES, INCOME TAX AND CONTRIBUTION TO CONSOLIDATED FUND)

<table>
<thead>
<tr>
<th>FY 12/13</th>
<th>FY 13/14</th>
<th>FY 14/15</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,400</td>
<td>$1,500</td>
<td>$1,600</td>
<td>$1,700</td>
<td>$1,800</td>
</tr>
</tbody>
</table>

Giving Hope, Improving Lives
REVIEW OF FINANCIAL PERFORMANCE

ANNUAL NET SURPLUS/ (DEFICIT)

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus/Deficit (M$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12/13</td>
<td>400</td>
</tr>
<tr>
<td>FY 13/14</td>
<td>500</td>
</tr>
<tr>
<td>FY 14/15</td>
<td>200</td>
</tr>
<tr>
<td>FY 15/16</td>
<td>100</td>
</tr>
<tr>
<td>FY 16/17</td>
<td>300</td>
</tr>
</tbody>
</table>
Acknowledgements

Our deepest appreciation to the following organisations and individuals for their valuable contributions of stories, photographs and/or information to this Annual Report.

38, 42-45 Agency For Integrated Care
46-49 Ms Ameerah Mattar
54-57 AWWA School
67 Bike-Aid (Singapore)
67 Mr Shoeb Burhanuddin
69 Assoc Prof Bernard Chern Su Min
Covering Page Children’s Cancer Foundation
62-65 Mr Edgar Chong
62-65 Mr Patrick Chong
42-45 Prof Chong Siow Ann
68 Mr Chong Tze Chien
50-53 ComSA Whampoa Centre
68 Down Syndrome Association (Singapore)
46-49 Equal-Ark
41 Gardens by the Bay
50-53 Mr Charlie Goh
46-49 Mr Hemaraj S/O Sivanesan
50-53 Ms Fiona Hon
42-45 Ms Tina Hung
42-45 Institute of Mental Health
62-65 Mr Kerk Kim Por
69 KK Women’s and Children’s Hospital
68 Mr Moses Lee
34 Ministry of Finance
38, 41-45 National Council of Social Service
38 National Gallery Singapore
46-49 Ms Nur Afifah Mohd Firdaus
46-49 Ms Nur Liala Atika Mohd Hirman
58-61 Mr Abhimanyau Pal
50-53 Ms Peh Kim Choo
38, 41 People’s Association
38 Science Centre Singapore
54-57 Mrs Ruby Seah
69 Mr Richard Seow
68 Singa Charity Medical
38 Singapore National Paralympics Council
18-21, 24-29, 35 Singapore Pools (Private) Limited
18-21, 24-29, 35 Singapore Turf Club
46-49 Mr S. B. Sivaganesh
58-61 SPD
46-49 Spectra Secondary School
62-65, 69 Sport Singapore
62-65 SportCares
42-45 Dr Mythily Subramaniam
50-53 Mdm Tan Siew Luan
42-45 Dr Tan Weng Mooi
68 Ms Monica Tea
54-57 Mrs June Tham
68 The Finger Players Ltd
50-53 Tsao Foundation
46-49 Ms Xia Jiamei

Giving Hope, Improving Lives
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corporate.communications@toteboard.gov.sg

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Ms Lyne Chia
Senior Manager (Corporate Services)
Email: lyne_chia@toteboard.gov.sg
TOTE BOARD
210 Middle Road #06-01
Singapore 188994
Tel: (65) 6216 8900  Fax: (65) 6216 8992

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