



ANNUAL REPORT

2022

TRAILBLAZER FOUNDATION LTD.

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A. Corporate Information

1 Trailblazer Foundation Ltd. (“Trailblazer” or the “Foundation”) was set up on 18 September 2002 as a Company Limited by Guarantee. It is a registered charity and an approved Institution of a Public Character. Its Constitution is its governing instrument.

Charity Registration No.	:	1633
Charity Registration Date	:	19 November 2002
IPC status	:	Valid till 14 October 2025
Unique Entity No.	:	200208130H
Website	:	www.trailblazerfoundation.org.sg
Registered Address	:	456 Alexandra Road #14-01 Fragrance Empire Building Singapore 119962
Objectives	:	<p>To sponsor persons for studies in any field, in Singapore or elsewhere, including support for participation in international events and competitions that will hone their skills and enhance their capacity to make a difference to the community.</p> <p>To support and sponsor educational, cultural and community events to enhance inter-ethnic understanding, cross-cultural appreciation and community cohesiveness.</p> <p>To provide relief to persons suffering hardship including victims of natural disasters and those in need of financial assistance and rehabilitation.</p>
Mission	:	The Foundation seeks to honour trailblazers by supporting those who can make a difference in the lives of their families and their fellowmen.

<u>Board of Directors</u>	<u>Appointment Date</u>	<u>Occupation</u>
Ms Ho Ching (Chairman)	18 September 2002	Retired
Mr Goh Yew Lin	8 September 2006	Managing Director GK Goh Holdings Ltd.
Mr Tan Chian Khong (Honorary Executive Director (w.e.f. 17 May 2017))	9 December 2008	Retired
Mrs Penny Goh – Lee Yoke Sim	16 May 2014	Senior Advisor, Allen & Gledhill LLP
Mr Kwek Buck Chye	26 April 2016	Retired
Mr Tan Wearn Haw	18 August 2016	Public Servant, Health Promotion Board
Dr Natarajan Varaprasad	15 June 2017	Partner, Singapore Education Consulting Group
Mr Christopher Wong Mun Yick	20 October 2017	Head and Partner, Assurance, Ernst & Young LLP
Prof Sia Tiong Heng	28 March 2018	CEO / Senior Consultant, KK Women's and Children's Hospital
Ms Jeanne Liew	16 May 2019	Principal & CEO, Republic Polytechnic
Mdm Moliah Binte Hashim	1 July 2020	Retired Principal
Mr Lee Ming San	1 January 2021	Managing Director, One North Capital Pte. Ltd.
Mr Lim Eng Hong	1 January 2023	Consultant, Deloitte Consulting Pte Ltd

Members : Ms Ho Ching
Mr Low Sek Fun
Ms Goh Su Li

Company Secretaries : Ms Goh Su Li
Ms Karen Ng Kwee Lian

Adviser : Mr Low Sek Fun

Auditors : KPMG LLP

Bankers : DBS Bank Ltd.
United Overseas Bank Limited

2 The Board of Directors (the "Board") comprises veterans and professionals from diverse backgrounds. All Directors including the Honorary Executive Director are not remunerated. They selflessly contribute their time, expertise, knowledge and experience in the respective areas of finance, legal, sports, arts, education, medical and management, to support the charitable objectives of Trailblazer in alleviating the needs of the under-served. They also provide stewardship to improve the lives of individual beneficiaries and society.

3 The Foundation has three Board members who have served more than 10 consecutive years. They are Ms Ho Ching (Chairman), Mr Goh Yew Lin, and Mr Tan Chian Khong (Honorary Executive Director). Under the Foundation's Constitution, Ms Ho Ching, who is the founding Chairman, is appointed for life. Mr Goh Yew Lin is the Chairman of the Nomination Committee. Notwithstanding that Mr Goh has served more than 10 years, the Trailblazer Board is of the view that he has exercised independent judgment in both Board and Board Committee deliberations. Furthermore, the Board continues to benefit from Mr Goh's professional advice in the development of talents in the performing arts, one of Trailblazer's charitable objectives. Mr Tan Chian Khong assumed the Honorary Executive Director position in 2017 and is the key person overseeing the administration of the Foundation.

4 The Constitution of the Foundation provides that the term of office of a Director (save for the founding Chairman) shall be for two years. Upon expiry of the term of office, a Director is eligible for re-appointment. The Board currently comprises 13 Directors.

5 For onboarding a new Director, a briefing session by the Honorary Executive Director and Company Secretary is conducted to brief the new Director on his/her statutory obligations and duties and responsibilities as director under the Companies Act 1967, the Charities Act 1994 and IPC regulations as well as the Code of Governance for Charities and Institutions of a Public Character (April 2017).

B. Board Meetings Attendance

6 The Foundation held two Board meetings during the year. The attendance at board meetings held in FY2022 was as follows:

Name of Director	Meetings Attended
Ms Ho Ching (Chairman)	2
Mr Tan Chian Khong (ED)	2
Mr Goh Yew Lin	2
Mrs Penny Goh - Lee Yoke Sim	2
Mr Kwek Buck Chye	2
Mr Tan Wearn Haw	1

Name of Director	Meetings Attended
Dr Natarajan Varaprasad	1
Mr Christopher Wong Mun Yick	2
Prof Alex Sia Tiong Heng	2
Ms Jeanne Liew	1
Mdm Moliyah Binte Hashim	1
Mr Lee Ming San	2

C. Board Committees

7 In the discharge of its responsibilities, the Board is supported by the following Board Committees with terms of reference approved by the Board:

Audit Committee (AC)	<u>AC Appointment Date</u>
Mr Kwek Buck Chye (Chairman, w.e.f 15 June 2017)	26 April 2016
Mr Christopher Wong	20 October 2017
Mr Low Sek Fun (co-opted)	15 June 2017

Nomination Committee (NC)	<u>NC Appointment Date</u>
Mr Goh Yew Lin (Chairman, w.e.f 29 May 2019)	29 May 201
Mr Kwek Buck Chye	29 May 2019
Mr Low Sek Fun (co-opted)	29 May 2019

Investment Committee (IC)	<u>IC Appointment Date</u>
Mr Lee Ming San (Chairman, w.e.f 1 January 2021)	1 January 2021
Mr Tan Chian Khong	26 September 2016
Mr Nicholas Kong Ming Leong (co-opted)	26 September 2016
Mr Ng Yong Ngee (co-opted)	1 January 2021

Grants Review Committee (GRC)	<u>GRC Appointment Date</u>
Mrs Penny Goh (Chairman, w.e.f 16 May 2019)	16 May 2014
Dr N Varaprasad	15 June 2017
Ms Jeanne Liew	16 May 2019
Mdm Moliyah Binte Hashim	1 July 2020
Mr Paul Tan Kim Liang (co-opted)	1 September 2022

Audit Committee

8 The Audit Committee reviews the adequacy of the Foundation's financial operating and internal control systems. It also reviews adherence to these controls, compliance with relevant legislation, regulations and the Code of Governance for Charities and IPCs. In addition, the Audit Committee reviews the integrity of the financial statements with independent auditors before submission to the Board. The Audit Committee also reviews and recommends the appointment/re-appointment of the auditors and audit fees to the Board for approval. It has oversight of the Risk Management Policy of the Foundation.

9 The Charities Act 1994 requires IPCs to rotate their auditors at least once every 5 years, whether within the same firm or to a different audit firm. KPMG LLP was first appointed in 2009 and the audit engagement partners have been rotated every 5 years. The current audit engagement partner was appointed in 2019.

10 During the year, the Audit Committee held one meeting. It also met with the external auditors.

Nomination Committee

11 The Nomination Committee reviews the size and composition of the Board and Board Committees. It also reviews the balance and mix of core skills, knowledge, experience and diversity. The Nominating Committee recommends to the Board the appointment, re-appointment or retirement of each Director upon expiry of his/her 2-year term. The Board composition is reviewed every year and new directors are selected based on skillsets that the Board needs to fill. It also assists the Board in overseeing the process for self-evaluation of the performance and effectiveness of the Board as a whole.

12 During the year, decisions were made by circulation of resolutions of the Committee.

Investment Committee

13 The Investment Committee oversees the management of investments of the Foundation. It sets investment policy guidelines and mandate, reviews the performance of the investment portfolio and fund managers, and recommends the appointment/re-appointment of fund managers.

14 During the year, one meeting was held to review the Company's investment performance, strategy and risks.

Grants Review Committee

15 The Grants Review Committee reviews and recommends to the Board the approval of sponsorship proposals exceeding S\$10,000 per application.. It provides the Board with a fair, balanced and independent view of proposed sponsorships.

16 During the year, the Board co-opted a member to the Grants Review Committee to strengthen expertise in assessing standards in the performing arts applications.

D. Funds Structure

17 The Foundation's activities are carried out under five segregated Funds. Each Fund has its distinct mission and objectives and donation pool.

18 The five Funds are:

- (i) Trailblazer General Fund; ("General Fund")
- (ii) Chan Chiew Ping Fund; ("CCP Fund")
- (iii) Howe Yoon Chong-PSA Endowment Fund; ("HYC-PSA Endowment Fund")
- (iv) T-Touch Fund; and
- (v) LHL Fund.

E. Source of Funding

19 The Foundation receives donations from time to time from individual sponsors and organisations to support its charitable causes which are in line with the objectives of the Foundation as an IPC.

F. Staffing

20 The Foundation does not have any staff. It operates on a grantmaking model rather than as a fund-raising charity with operating activities and events. Its administration, corporate secretarial, finance and IT functions are outsourced to a professional corporate service provider. The Foundation's Honorary Executive Director, Mr Tan Chian Khong, has oversight of the administration of the Foundation.

G. Policy on Reserves

21 The Foundation does not have a reserves policy. Its accumulated surpluses comprise an endowment fund and designated funds, subjected to spending within specified objectives.

22 Please refer to paragraphs 34 to 39 below for more information on the endowment fund and designated funds.

H. Policy on Conflict of Interests

23 The Foundation's Directors are required to give notice to the Foundation of their other directorships and appointments in corporations or firms to avoid any potential conflict of interest arising from transactions which the Foundation may enter into.

24 The Constitution of the Foundation addresses potential conflict of interest situations for board members in line with the Code of Governance for Charities and Institutions of a Public Character (April 2017). It is also in line with Section 156 of the Companies Act 1967.

25 The Foundation's Directors abstain from Board deliberations and voting on any resolution in which they have or are deemed to have an interest.

I. Policy on Risk Management

26 The Foundation identifies, assesses and mitigates its key risks on a periodic basis via an internal audit conducted every 5 years or when there are changes to key risks affecting the Foundation. The risks are managed operationally through various policies and procedures.

J. Review of 2022 Activities and Financials

Income and Expenditure

27 A summary of the Foundation's income and expenditure in 2022 is set out in the table below:

	2022 \$'000	2021 \$'000
Donations Received	26	7,755
Interest Income	15	12
Other Income	1,429	979
Gain (Loss) on fair value of Financial Assets	(5,184)	(2,382)
Gain (Loss) on foreign currency exchange rate	(4)	-
Gross Income	(3,718)	6,364
Sponsorships	(2,840)	(2,327)
Operating Expenses	(441)	(283)
Net Surplus (Deficit) for the Year	(6,999)	3,754

28 Gross Income for FY2022 was a negative \$3.72m loss compared to \$6.36m income in FY2021. The variance in Gross Income was a decrease by \$10M when compared to the previous year. In FY2021 donations received were exceptionally high at \$7.76m whilst for FY2022, donations amounted to only \$0.02m. Interest Income of \$0.15m was higher in FY2022 due to higher interest rates for fixed deposits. Other Income from dividends and management fee rebate increased by 46% from \$0.98M to \$1.43M. This was contributed by new investments made from the significant donation of the previous year.

29 Fair Market Valuation ("FMV") loss in investments for the year was \$5.18m (FY2021: \$2.38m) an increased non-cash loss by \$2.80m. According to FFMC, FY2022 was an unusual year where both fixed income and equities had underperformed simultaneously.

30 Sponsorship disbursements for FY2022 increased by \$0.51M to \$2.84M (FY2021: \$2.33M) mainly due to a one-off donation to financially support a needy family. Operating expenses for FY2022 increased by \$158K to \$441K, 56% higher compared to 2021 due mainly to a revision of the investment management fees and professional service fees.

31 FY2022 ended with a net deficit of \$6.99M (FY2021: surplus \$3.75M).

Investments

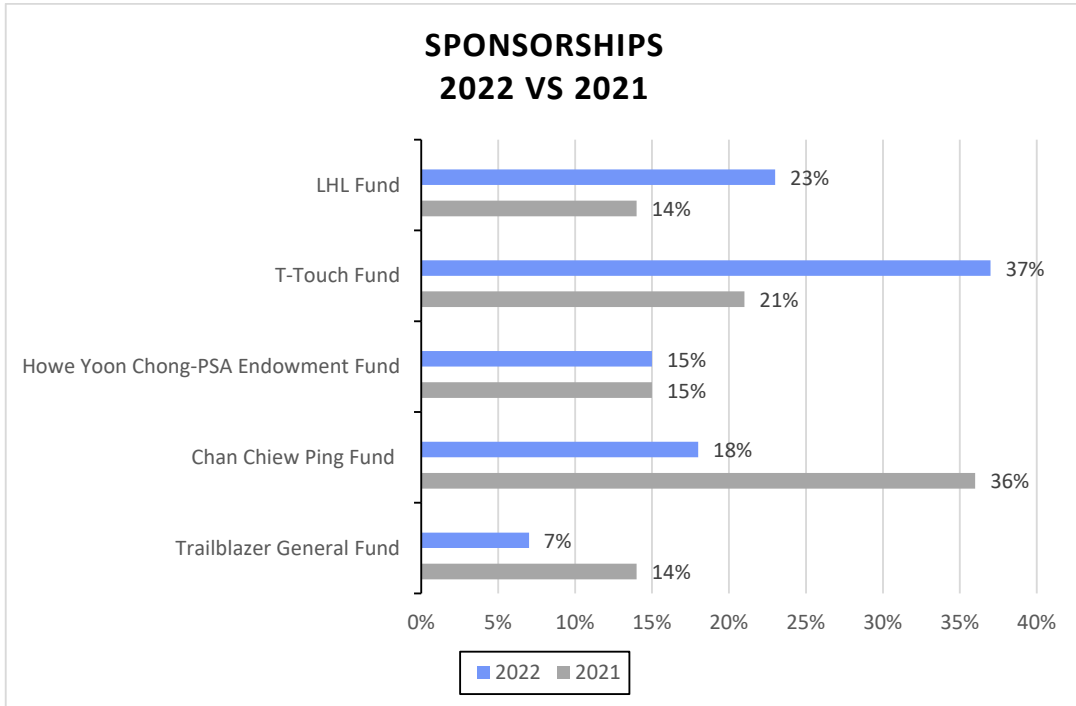
32 Investments comprise financial assets which are required to be stated at fair market value. The fair market values of the investments as at 31 December 2022 were as follows:

	2022 \$'000	2021 \$'000
Trailblazer General Fund	2,644	-
Chan Chiew Ping Fund	2,644	-
Howe Yoon Chong-PSA Endowment Fund	15,403	17,884
T-Touch Fund	5,247	6,094
LHL Fund	7,868	9,255
Total	33,806	33,234

Sponsorships

33 In 2022, sponsorship disbursements by the Foundation amounted to \$2.84M (2021: \$2.33M). A breakdown of the sponsorships by each Fund is shown below:

	2022 \$'000	2021 \$'000
Trailblazer General Fund	206	325
Chan Chiew Ping Fund	505	839
Howe Yoon Chong-PSA Endowment Fund	413	348
T-Touch Fund	1,046	485
LHL Fund	670	330
Total Sponsorships	2,840	2,327



Trailblazer General Fund

34 The Trailblazer General Fund focuses on sponsoring the education and development of Singaporeans who have unique talent or innovative ideas and who can make a difference to the community; sponsoring the education and development of ASEAN students who are studying or training in Singapore; and sponsoring events and programmes to enrich opportunities for youths and the disabled to enable them to excel.

35 A breakdown of the Trailblazer General Fund’s sponsorships in 2022 is set out below. The decrease in total sponsorships for 2022 compared to 2021 was due to a one-off Career Development Grant given to 4 outstanding artistes in FY2021.

Focus Area	2022 \$'000	2021 \$'000
Music & the Arts	134	200
Education	38	69
Community Support	34	56
Total Sponsorships	206	325

Chan Chiew Ping Fund

36 The Chan Chiew Ping Fund offers support and care for persons with special needs, needy children and the elderly. It also offers bursaries at a Polytechnic and the ITE. The Fund paid out \$505K for sponsorships in 2022 (2021: \$839K). The decrease in sponsorships in 2022 was mainly due to a reduced value of Lunar New Year goodies to special needs schools.

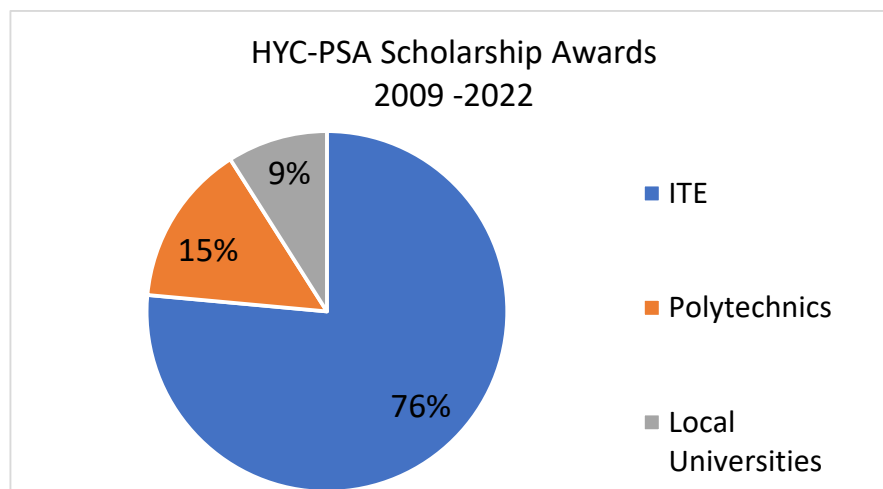
Please see a breakdown of the sponsorships by this Fund as follows:

Focus Area	2022 \$'000	2021 \$'000
Community Support	360	669
Education	114	150
Medical	31	20
Total Sponsorships	505	839

Howe Yoon Chong-PSA Endowment Fund

37 The Howe Yoon Chong-PSA Endowment Fund awards scholarships to Singaporeans studying at the ITE, and polytechnics and local universities. The Fund paid out \$413K to scholarship holders in 2022 (2021: \$348K). 42 scholarships were awarded in 2022.

HYC PSA Scholarship	No. of Awards		
	2022	2021	Total since inception
ITE	30	30	263
Polytechnic	9	8	50
University	3	4	31
	42	42	344



T-Touch Fund

38 The T-Touch Fund disburses donations to support community and medical related causes. The Fund disbursed \$1,046K in 2022 (2021: \$485K) to sponsor various community projects and made a one-off donation to a needy family. The community activities have resumed in the year after the lifting of COVID-19 restrictions.

LHL Fund

39 The LHL Fund focuses on education for youths, care for the needy, the very young and the elderly; and community projects that improve the lives and living for Singaporeans. The Fund disbursed \$670K in sponsorships in 2022 (2021: \$330K), mainly for community programmes and education for youths. A breakdown for this Fund is as follows:

Focus Area	2022 \$'000	2021 \$'000
Education	70	150
Community Support	50	170
Medical	550	10
Total Sponsorships	670	330

Accumulated Funds

40 The Foundation had accumulated funds as at 31 December 2022, as follows:

Fund	2022 \$'000	2021 \$'000
Trailblazer General Fund	2,830	3,253
Chan Chiew Ping Fund	2,920	3,555
Howe Yoon Chong-PSA Endowment	16,966	19,535
T-Touch Fund	5,897	7,540
LHL Fund	8,203	9,933
Total	36,816	43,816

K. Looking Ahead

41 Trailblazer will continue to support the needs of the underserved, those with special needs and initiatives that benefit the community.

In line with its mission to make a difference, it will also continue to provide financial support to trailblazers who excel in their relevant fields and are committed to giving back to the community.

Date: 5 June 2023