



ANNUAL REPORT 2025

For The Financial Year Ended 31 Dec 2025



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ABOUT US

OUR GUIDING PRINCIPLES



VISION STATEMENT

To enable confident living for the visually impaired in a sighted community.



MISSION STATEMENT

To impart the requisite skills and knowledge that will empower and enrich the lives of the visually impaired and their families.



CORE VALUES

- Care
- Commitment
- Responsibility
- Service
- Empowerment



The First And Only Institution Of Its Kind

Since 2012, **iC2 PrepHouse** has been the first and only organisation of its kind in Singapore, dedicated to supporting children and youths with visual impairments through structured educational and rehabilitative programmes.

Our tailored approach empowers individuals aged 0 to 22 to live with confidence, independence, and a strong sense of purpose. We believe that children with visual impairments deserve the same opportunities as their peers. To this end, we provide the necessary skills and tools that allow them to integrate, as much as possible, into mainstream education.



ABOUT US

CORPORATE INFORMATION

Legal Status and Registration

iC2 PrepHouse was incorporated on 30 December 2011 as a Company Limited by Guarantee (CLG). The organisation serves as a dedicated charitable entity supporting visually impaired children and youths.

It was officially registered under the Charities Act on 31 May 2012, and has held Institution of a Public Character (IPC) status since the same date.

iC2 Prephouse has a Constitution as its governing instrument.

IPC Validity Period

From 1 July 2025 to 31 December 2027

Key Administrative Details

Charity Registration Number : 201136583G

ACRA Registration Number : 201136583G

Registered Address : 6 Battery Road #05-01/02 Singapore 049909

Banker : DBS Bank Ltd/CIMB Bank Berhad/
Standard Chartered Bank

Auditor : Tan, Chan & Partners

Other Adviser(s) : Legal Advisor: TSMP Law Corporation

Company Secretary : Chia Hsien Lin Jennifer

ABOUT US

CORPORATE INFORMATION

List Of Board Members (as at 31 December 2025)

Wong Meng Ee Director (appointed on 30 Dec 2011)

Ang Beng Ti Christopher Director (appointed on 30 Dec 2011)

Chia Hsien Lin Jennifer Director (appointed on 6 May 2013)

Goh Shuet Li Director (appointed on 12 Sep 2017)

Ketan Odedra Director (appointed on 27 Jun 2022)

Nicholas Winsor Director (appointed on 1 Mar 2025)

The Board of Directors of the Company serves without remuneration for their voluntary service to the Company to maintain the integrity of doing public trust and community good instead of personal gain.

Executive Management

Edwin Lim Executive Director (appointed on 1 Aug 2025)

The remuneration of all iC2 PrepHouse staff is reviewed and approved by the Board of Directors. iC2 PrepHouse does not have any staff who are related to or a close associate of the Executive Management and/or Board of Directors whose remuneration exceeds \$50,000.



ABOUT US

CHAIRMAN'S MESSAGE

A/Prof Wong Meng Ee

As we reflect on the past year, I am grateful for the remarkable progress that iC2 PrepHouse has achieved in advancing opportunities for children and youths with visual impairments. Our journey continues to be guided by a steadfast commitment to empowering every child to learn, grow, and participate fully in society.

This year marks another important milestone in reaffirming iC2 PrepHouse's unique role in Singapore's social service landscape. As Singapore's first and only specialised charity dedicated to vision education and rehabilitation for children and youths with visual impairments, we remain committed to providing highly specialised services that address the diverse needs of our beneficiaries and their families. Through our work, we strive not only to develop functional skills but also to nurture confidence, independence, and lifelong learning.

We have strengthened our organisational leadership and governance with the appointment of Mr Edwin Lim as Executive Director and Mr Nicholas Winsor as Board Director. Their expertise, experience, and shared commitment to our mission will further enhance our ability to deliver impactful programmes, strengthen governance practices, and position the organisation for sustainable growth. Welcome to Edwin and Nick to the iC2 family!

Throughout the year, our dedicated team continued to deliver a comprehensive range of specialised programmes and services. These include Early Intervention, Braille Literacy, Cerebral Visual Impairment (CVI) support, Assistive Technology training, Orientation and Mobility instruction, and school support services. Together, these programmes enable children and youths with visual impairments to access education more effectively, develop essential life skills, and participate more confidently within their schools and communities.

Our achievements would not have been possible without the strong support of our partners and stakeholders. We are grateful for the valuable collaborations with SG Enable, National Council of Social Service, Tote Board, the Singapore Association of the Visually Handicapped (SAVH), Macquarie Group, NAMIC, and many other organisations and individuals who have championed awareness, inclusion, innovation, and accessibility. Through these partnerships, we have expanded our reach, strengthened our advocacy efforts, and created new opportunities for the communities we serve.

A highlight of the year was the success of the iC2 SHINE Gala 2025. The event brought together donors, volunteers, corporate partners, and supporters who share our vision of a more inclusive society. Their generosity and unwavering support have provided critical resources that enable us to continue delivering high-quality services and investing in future growth. On behalf of the Board, I extend our heartfelt appreciation to everyone who contributed to the success of this important fundraising effort.

Looking ahead, we remain focused on building organisational capacity, expanding our services, and ensuring the long-term sustainability of iC2 PrepHouse. As demand for specialised vision education and rehabilitation services continues to grow, we are committed to strengthening our capabilities, deepening our impact, and reaching more children and families who can benefit from our support.

In closing, I wish to thank our Board members, staff, volunteers, partners, donors, and families for their dedication and trust. Together, we are making a meaningful difference in the lives of children and youths with visual impairments, helping them realise their full potential and build brighter futures.

Thank you for your continued support.



ABOUT US

EXECUTIVE DIRECTOR'S MESSAGE

Edwin Lim

2025 was a year of organisational strengthening and service delivery for iC2 PrepHouse as we continued to support children and youths with visual impairments and their families through specialised vision education and rehabilitation services.

Throughout the year, our team delivered programmes across Early Intervention, Braille Literacy, Cerebral Visual Impairment (CVI), Assistive Technology, Orientation and Mobility, and school-based support. These services were designed to help beneficiaries access education, develop functional skills, increase independence, and participate more confidently in their daily environments.

In addition to direct services, we continued to support families through our Parents Support Group and strengthened collaboration with schools, healthcare professionals, community organisations and corporate partners. These partnerships remain important in ensuring that beneficiaries receive coordinated support across different settings and stages of development.

Several notable developments took place during the year. We successfully organised the iC2 SHINE Gala 2025, which brought together donors, partners and supporters in support of our mission. We also participated in Singapore's inaugural Vision Rehabilitation Conference, providing opportunities for professional learning and sector engagement. Through collaboration with NAMIC and industry partners, we contributed to the development of Singapore's first 3D-printed tactile Braille storybook, demonstrating how innovation can enhance accessibility and learning experiences for children with visual impairments.

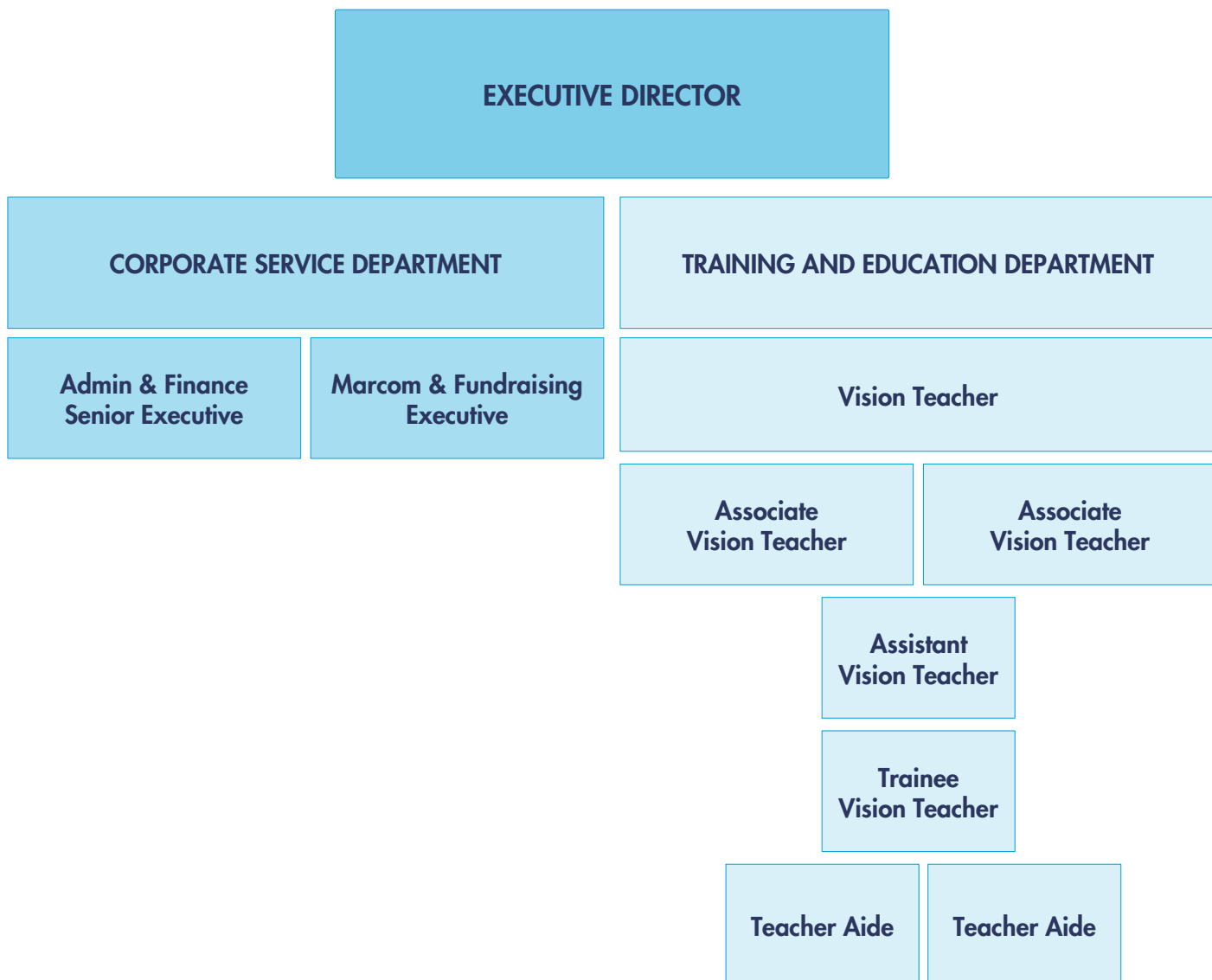
2025 also marked a significant leadership transition with my appointment as Executive Director. During the year, management worked closely with the Board of Directors to review organisational priorities, strengthen governance processes, enhance fundraising capabilities and assess manpower requirements to support future service needs. These efforts laid important groundwork for the organisation's continued development and sustainability.

As demand for specialised vision services continues to evolve, we remain focused on ensuring that our programmes are responsive, sustainable and delivered to a high standard. During the year, we reviewed operational processes, strengthened stakeholder engagement and commenced workforce planning efforts to support service continuity and future growth.

Looking ahead, our priorities remain clear: strengthening organisational sustainability, building service capacity, enhancing programme quality and deepening strategic partnerships. Through these efforts, we aim to ensure that more children and youths with visual impairments can access the support they need to develop confidence, independence and life opportunities.

ABOUT US

ORGANISATION STRUCTURE





ABOUT US

ORGANISATION STRUCTURE

Board Sub-committees (as at 31 December 2025)

Audit/Appointment/Nomination/ Governance Committee	A/P Wong Meng Ee (Chairperson) Ms Jennifer Chia
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Finance & Investment	Ms Goh Shuet-Li (Chairperson) Mr Nicholas Winsor
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Fundraising Committee	Ms Goh Shuet-Li (Chairperson) Mr Nicholas Winsor A/P Ang Beng Ti Mr Ketan Odedra Mr Troy Lee Dr Audrey Looi
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Human Resources Committee	Ms Jennifer Chia (Chairperson) A/P Ang Beng Ti Mr Ketan Odedra
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Programmes Committee	A/P Wong Meng Ee (Chairperson) A/P Ang Beng Ti Ms Goh Shuet-Li Dr Leo Seo Wei Dr Audrey Looi
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ABOUT US

BOARD OF iC2 PREPHOUSE

WONG MENG EE

A/Prof Wong Meng Ee earned his PhD from the University of Cambridge and is currently a tenured Associate Professor in the Psychology and Child & Human Development academic group at the National Institute of Education, Nanyang Technological University. His teaching and research focus on special and inclusive education, assistive technology, disability studies, and teacher education across both diploma and postgraduate programmes.



He has published widely in international journals such as the Asia Pacific Journal of Education, British Journal of Visual Impairment, International Journal of Inclusive Education, Journal of Visual Impairment and Blindness, and Support for Learning. His work also includes book chapters with publishers like Lexington Books, McGraw Hill, Springer, and Routledge. More recently, he co-edited *Special Needs in Singapore* (World Scientific, 2021) and *Not Without Us: Perspectives on Disability and Inclusion in Singapore* (2022).

Beyond academia, he contributes actively to several non-profit and charity organisations, including SG Enable and iC2 PrepHouse, and has served as Chairperson of the Goh Chok Tong Enable Fund since 2019. An avid athlete, he has completed five full marathons, two biathlons, and two 10km open water swims, and represented Singapore at the 2015 ASEAN Para Games, where he won two bronze medals in the Men's S12 (50m and 100m) freestyle.

ANG BENG TI CHRISTOPHER

A/Prof Ang Beng Ti trained in Neurosurgery at the National Neuroscience Institute (NNI) Singapore, Vancouver General Hospital and BC Children's Hospital, affiliated to the University of British Columbia in Vancouver, Canada. During his residency, he carried out bench research defining molecular mechanisms in oligodendrocyte development and myelination.



A/Prof Ang is currently a senior consultant and Head of the Department of Neurosurgery at the Singapore General Hospital of NNI, with a sub-speciality practice in minimal access Neurosurgery, Neurooncology and Radiosurgery. He also contributes to medical education as an Associate Professor at the Duke-National University of Singapore Graduate Medical School. In addition, he is a clinician-scientist and co-leads the NNI Neuro-Oncology research effort which explores glioblastoma tumorigenesis and its implications for patient-tailored therapy.

ABOUT US

BOARD OF iC2 PREPHOUSE

JENNIFER CHIA

Ms Jennifer Chia is a Partner in the transactional team at TSMP Law Corporation, where she heads the Corporate Real Estate and Banking & Finance practices and co-heads the Private Wealth and Trust Advisory desk. Her work focuses on corporate real estate and financing transactions, and she has received numerous professional accolades, including being ranked Highly Regarded in Banking by IFLR1000 (2019–2024) and consistently recognised by The Legal 500 Asia Pacific in Banking & Finance (2018–2025) and Corporate and M&A (2020–2021).



She is also recognised by Chambers Global and Asia-Pacific (2021–2025) and Asialaw Profiles (2023–2024) for her Banking & Finance expertise and was listed as a Recognised Lawyer in Real Estate by Best Lawyers in Singapore (2023). Ms Chia holds an LLB (Hons) from the National University of Singapore and was admitted as an Advocate & Solicitor of the Supreme Court of Singapore in 1998. She is a member of the Singapore Academy of Law and the Law Society of Singapore and serves as company secretary of Boys' Town.

At iC2 PrepHouse, she supports corporate compliance and regulatory matters. Inspired by her two daughters' experiences with minor vision impairments, she gained a deeper appreciation of the importance and life-changing impact of the training provided to visually impaired children.

GOH SHUET-LI

Ms Shuet-Li, a law graduate from King's College, University of London, began her career as an Advocate and Solicitor in legal practice. She later transitioned into the financial sector, serving as an Assistant Director in Institutional Equity Sales at several multinational financial institutions. In 2000, she went on to manage her family-owned business in the jewellery industry. Throughout her career, she has remained committed to contributing to a more caring and inclusive society.



Her involvement in the social service sector began as a Board member of the Home Nursing Foundation, an IPC-status charity that provides nursing and health-related services to lower-income communities at home. In 2016, she joined the Board of iC2 PrepHouse, and from 2019 to 2021, she served full-time as Executive Director of Resilience Collective Ltd, an IPC-status charity that advocates for the perspectives of persons with lived experience of mental health conditions.

Today, she continues her contributions to the sector as a non-executive board member at iC2 PrepHouse and the Singapore Mental Health Film Festival (Singapore) Limited.

ABOUT US

BOARD OF iC2 PREPHOUSE

KETAN ODEDRA

Mr Odedra was educated in London, where he obtained a degree in Politics with Economics from Goldsmiths College, University of London. He is currently the Business Resilience Director for Asia at Macquarie Group, a role that has seen him based in Hong Kong for four years and in Singapore since 2014. He brings over 22 years of experience in financial institutions, with 15 years specialising in Business Continuity and Crisis Management and has been directly involved in responses to major incidents, including the London (2005) and Mumbai (2008) terrorist attacks and the 2011 Japan earthquake, for which he has received awards.



Following his son's diagnosis in 2017 with a rare condition resulting in Cerebral Visual Impairment (CVI), Mr Odedra was inspired to support causes focused on low vision. Since then, he has contributed to iC2 PrepHouse through annual fundraising efforts, raising awareness, donations in kind, and supporting staff training.

He joined iC2 PrepHouse as a Board Director in June 2022 and continues to champion initiatives that support children with visual impairments.

NICHOLAS WINSOR

Nick is an independent consultant and non-executive director. He serves as Chair of Schroder Oriental Income Fund Limited and sits on its Audit and Risk, Management Engagement, and Remuneration and Nomination committees. He is also a Non-Executive Director of Metro Bank Plc, contributing to its Audit and Risk Oversight Committees, and Senior Independent Director of the States of Jersey Development Company, where he chairs the Remuneration and Nomination Committee and is a member of the Audit and Risk Committee.



He brings over 35 years of international banking experience with HSBC Group across markets including Brunei, the Channel Islands, Hong Kong, India, Japan, Qatar, Singapore, Taiwan, the UAE, and the UK. His senior roles have included CEO of HSBC's Channel Islands business, CEO Taiwan, and Asia Pacific Head of Personal Financial Services.

Nick is also active in the not-for-profit sector, serving as a Non-Executive Director of Bankers without Boundaries in Singapore, Treasurer of the Singapore Fund Directors Association, and a mentor with BoardAgender. He is a member of the Singapore Institute of Directors and its Audit and Risk Committee and was awarded an MBE in the Queen's 2020 Birthday Honours List. He holds a Master's degree in Physics from Oxford University and is a Fellow of the Institute of Directors in London.

ABOUT US

CHIEF EXECUTIVE OF iC2 PREPHOUSE

EDWIN LIM

Executive Director

Edwin Lim is the Executive Director of iC2 PrepHouse. Appointed on 1 August 2025, he leads the organisation's strategic vision and operations, ensuring the effective delivery of educational, habilitative, and rehabilitative programs that promote independence and social inclusion.



With a strong background in the nonprofit and healthcare sectors Edwin has held leadership roles at organisations including Wicare Support Group, St Luke's ElderCare, Singapore Cancer Society, and Special Olympics Singapore. His expertise includes outreach, fundraising, and community programme development.

A recipient of both the Community Care Excellence Award and the Singapore Health Quality Service Award, Edwin is deeply committed to empowering communities and driving meaningful, sustainable change. He also serves on various nonprofit boards and committees, contributing actively to Singapore's broader social service landscape.

ADVISOR OF iC2 PREPHOUSE

AUDREY LOOI

Dr Audrey Looi trained in Oculoplastics at the Singapore National Eye Centre and completed fellowships in Oculoplastic, Orbital, and Ocular Pathology at the University of British Columbia under the supervision of Prof Peter Dolman, Prof Jack Rootman, and Prof Valerie White. She returned to Singapore in 2004, where she was awarded the Best Fellow research prize. She subsequently served as Head of the Oculoplastic Service (2007–2016) and Clinical Director of the General Eye Clinic (2009–2019) at the Singapore National Centre and was appointed Adjunct Associate Professor at Duke-NUS Graduate Medical School from 2012 to 2019.



Dr Looi is currently the Medical Director at Ava Eye Clinic. She serves as an examiner for the Royal College of Ophthalmology (Edinburgh) and the National University of Singapore. She has also held several leadership roles within the Asia Pacific Society of Ophthalmic Plastic and Reconstructive Surgery, including Treasurer (2006–2010), Vice-President (2012–2014), and Editor of its newsletter iPlastic (2013–2018), and was re-elected First Vice-President in 2018.

She is also the President of Singapore Society Ophthalmic Plastic & Reconstructive Surgery, contributing actively to the advancement of her field.

ABOUT US

OUR PROGRAMMES AND SERVICES

EARLY INTERVENTION

Vision is the primary medium for uptake of information. Basic life concepts and tasks are learned incidentally through vision, which children with poor or no vision may miss out on. Hence, infants who are blind or visually impaired are at risk of delayed or aberrant development. **Areas where visual impairment may impact growth include speech and communication, mobility, social, independent self-help, and cognitive skills.**

A developmental assessment appropriate for infants and young children with visual impairments is crucial, in addition to the functional vision assessment and a learning media assessment. At iC2 PrepHouse, the relevant evaluations are conducted when the child is being referred to us. Based on the evaluation, an individualised intervention programme is designed for the child.

During the sessions, **the teachers provide specialist intervention to plug the gaps in acquiring skills and knowledge for future learning.** Our teachers also work with the parents, caregivers, and other service providers to ensure skills are reinforced throughout the day and between intervention sessions. These early intervention programmes from the time of diagnosis are crucial to successfully integrating the child with visual impairment later.



ABOUT US

OUR PROGRAMMES AND SERVICES

VISUAL EFFICIENCY

Visual efficiency skills help maximise the use of vision for both near and distant tasks. These include tracing, scanning, fixating, and tracking to gather visual information effectively from the environment.

- **Localising:** The ability to visually search for and locate an object or person against a background. This can be difficult in complex or busy environments; compensatory strategies (e.g., using sound cues) may support this process.
- **Fixating:** Focusing attention on a located object to gather visual details.
- **Scanning:** Systematically searching an area to locate a target. This is especially important for children with visual field loss to ensure they do not miss available options.
- **Tracking:** Following the movement of an object, person, or event with the eyes (horizontally or vertically). Difficulties may occur in children who are unable to cross midline.
- **Shifting Gaze:** Looking back and forth between objects or people. This skill supports decision-making and is essential for tasks such as copying from the board.
- **Eye–Hand Coordination:** Coordinating vision with fine motor actions (e.g., reaching for objects). Some children may find this challenging, which can lead to reaching too far or not reaching far enough for a desired object.

Together, these foundational skills support children in navigating their environment, accessing learning, and participating more confidently in daily activities.



ABOUT US

OUR PROGRAMMES AND SERVICES

BRAILLE LITERACY

Braille is a crucial literacy medium as it is a tactile code enabling the blind alternative access to print. The abilities to read and write are vital aspects of literacy and learning. Despite technological advances in computer and speech output technology, where the printed text can be auditory accessed by the blind, they do not address the issues of learning to read and write.

Braille serves as an essential medium of learning in young preschool children with the diagnosis or prognosis of severe visual impairment. Mastering braille will enable the children to learn to read and write, prepare them for their primary school education, and lead to higher education. Hence, these children must be provided with options to learn braille to promote literacy.

In the case of school-age children and young adults with a diagnosis or prognosis of severe visual impairment, **functional braille mastery helps maintain confidence and independence.**

Braille is introduced to our students at various ages, depending on their individual learning needs. On referral to our centre, a comprehensive assessment is conducted to assess the student's learning needs. Upon identifying braille as a suitable learning medium for the student, an individual educational plan will be drawn up, and the relevant training will be arranged.



ABOUT US

OUR PROGRAMMES AND SERVICES

CEREBRAL VISUAL IMPAIRMENT (CVI)

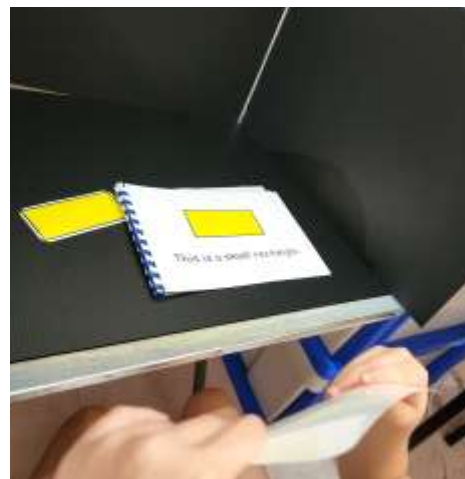
The Cerebral Visual Impairment (CVI) Programme supports students whose visual challenges stem from how the brain processes visual information. Through specialised assessment and personalised strategies, the programme helps each child make meaningful use of their vision, enabling them to access learning and engage more confidently with their environment.

Every child with CVI experiences the world differently. Our programme begins with a comprehensive **CVI assessment** to understand each student's level of visual functioning, including how they see, what captures their attention, and what makes visual tasks easier or more challenging. This in-depth understanding allows us to design highly individualised support tailored to each child's needs.

We work closely with **caregivers, teachers, and school support teams** to build a complete picture of the child's daily experiences. Together, we identify practical, effective strategies that support learning across different environments. This collaborative approach ensures that the child is consistently supported, not just during sessions but throughout their everyday routines at home and in school.

A key focus of the CVI programme is adapting the child's environment and learning experiences to maximise visual access. This may include simplifying visual clutter, adjusting lighting, using high-contrast materials, or presenting information in ways that are easier to process. We also guide caregivers and educators in modifying **learning tasks and materials** so that children can better focus, understand, and respond.

By creating the right conditions for learning, we help children with CVI build confidence, increase visual engagement, and participate more fully in daily activities. Our goal is to empower each child to **learn in ways that work best for them**, unlocking their potential and supporting meaningful progress in both learning and life.



ABOUT US

OUR PROGRAMMES AND SERVICES

ASSISTIVE TECHNOLOGY

Assistive technology, also known as access technology or adaptive technology, is the array of tools used to help people with visual impairments gain access to the world and environment. **It enables students to access information, read, write and have independence as they study alongside their peers in the mainstream curriculum.**

Assistive technology devices range from low to high technology, for example, handheld magnifier, desktop magnifiers, braille note takers and software like screen readers or screen magnifiers.

At iC2 PrepHouse, we conduct assessments to determine the most appropriate assistive technology and device for each student. Not only will this enhance the performance of the intended student in accessing the environment, but it will also minimise cost. Assessments are essential as most devices are expensive and will waste resources if a piece of equipment bought is deemed unsuitable.

Training in the use of the equipment is essential as it helps the student understand and maximise the potential of the technology to their need. Therefore, training sessions are planned and conducted to learn how to harness the equipment and technology in their daily learning.



ABOUT US

OUR PROGRAMMES AND SERVICES

ORIENTATION AND MOBILITY (O&M) PROGRAMME

The Orientation and Mobility (O&M) programme empowers students with visual impairments to move through their world with confidence, safety, and independence. By developing awareness of their surroundings and equipping them with practical travel strategies, the programme opens up opportunities for meaningful participation at home, in school, and in the wider community.

Our O&M programme supports students at every stage of their journey, from their very first steps as young explorers to becoming confident, independent travellers. For our youngest learners, we focus on **pre-cane skills**, where children develop body awareness, spatial understanding, listening skills, and confidence in movement. Through play-based and engaging activities, we help preschoolers build a strong foundation for independent mobility while nurturing their curiosity about the world around them.

As students progress, they are introduced to essential mobility techniques such as **sighted guiding**, learning how to travel safely with a companion, and **basic cane skills**, where they begin using a long cane to explore and navigate their environment. Each lesson is thoughtfully designed to build confidence, safety awareness, and independence step by step, empowering students to take ownership of their movement.

For older students and teens, the programme expands into real-world travel skills that support greater independence and self-reliance. Students learn how to **plan routes, navigate unfamiliar environments, and use public transport such as buses and trains**. Through guided practice and personalised instruction, they develop critical problem-solving and decision-making skills needed for independent travel.

Our goal is not just to teach mobility, but to empower students to **navigate life with confidence, resilience, and independence**. Whether it is travelling to school, exploring the community, or preparing for future opportunities, the O&M programme equips every student with the skills to move forward boldly.



ABOUT US

OUR PROGRAMMES AND SERVICES

SUPPORT SERVICES (SCHOOL)

We strive for **the inclusion of children with visual impairments in mainstream schools**. However, being a low incidence disability, the student may be the only person with a visual impairment in the school. Resources and knowledgeable personnel may not be available. Moreover, each visual condition manifests uniquely, hence even if two children are diagnosed with the same disorder, their experiences and needs may differ significantly.

For the child to reap maximum benefits from the inclusion process, **the right level of support must be provided for the child, meeting the individual and unique needs of the child concerned**. iC2 PrepHouse can work with schools and other service providers by making available the resources and expertise in promoting inclusion, through:

- Providing specialist assessment (Functional, Learning Media, and Orientation and Mobility Assessments) to determine the needs of each child.
- Advising teachers and staff of the needs of the child and the provisions required to ensure inclusion.
- Awareness talks to school staff and/or students about visual impairments.
- Working with schools and examination boards to ensure equitable and appropriate accommodations and provisions are given during school and national exams.



ABOUT US

OUR PROGRAMMES AND SERVICES

SUPPORT SERVICES (PARENTS)

Visual impairment is a low-incidence disability, and for many families in Singapore, parenting a child with visual impairment can feel isolating. At iC2, our **Parents' Support Group** offers a space where families can connect, share experiences, and learn from one another.

We are proud to have a diverse group of parents whose children live with a wide range of visual impairments. Our goal is to foster community, and to **share resources and lived experiences** that can support and empower others on similar journeys.



ABOUT US

THE YEAR AHEAD

As we enter 2026, iC2 PrepHouse remains committed to advancing our vision of enabling confident living for the visually impaired in a sighted community.

Demand for specialised vision education and rehabilitation services continues to grow. To meet this need, our focus in 2026 will be centred on four strategic priorities:

1 **Strengthening Service Capacity**

We will invest in recruiting and developing Vision Teachers and rehabilitation professionals to increase service capacity, reduce waiting times and ensure sustainable programme delivery.

2 **Expanding Programme Excellence**

We will continue to enhance our specialised programmes in Early Intervention, Cerebral Visual Impairment (CVI), Braille Literacy, Assistive Technology and Orientation & Mobility through evidence-based practices and professional development.

3 **Building Organisational Sustainability**

The organisation will strengthen fundraising capabilities, diversify revenue streams and deepen donor engagement to ensure long-term financial resilience and reduce dependence on any single funding source.

4 **Advancing Advocacy and Partnerships**

We will work closely with government agencies, schools, healthcare institutions, community partners and corporate organisations to promote awareness, inclusion and accessibility for persons with visual impairments.

In 2026, we will also embark on a review of our long-term strategic direction, exploring opportunities to strengthen our role as Singapore's leading specialist organisation in vision education and rehabilitation for children and youths.

While challenges remain, we are confident that with the continued support of our Board, donors, volunteers, partners and families, iC2 PrepHouse is well-positioned to achieve greater impact and reach more beneficiaries in the years ahead.

Together, we will continue to empower children and youths with visual impairments to learn, grow and thrive.

POLICY, PEOPLE AND DONATIONS

TOTAL ANNUAL REMUNERATION FOR TOP SENIOR EXECUTIVE

Total Remuneration For Top Senior Executive

Remuneration Bands	No. of Executives
S\$100,000 – S\$150,000	1

Procurement Process

Items	Less than S\$10,000	More than S\$10,000
Quotes for item	Executive Director	Three quotes to be obtained by the Board with a recommendation from the Executive Director

Purchase Approval

Items	Approval	Second Approval
Less than S\$5,000	Executive Director	Board Director
S\$5,001 to S\$10,000	Executive Director	Board Director
S\$10,001 and above	Board Director	Board Director

POLICY, PEOPLE AND DONATIONS

COMPANY POLICIES

Annual General Meeting

The Annual General Meeting is held in line with regulatory requirements following the financial year-end on 31 December. All necessary documents such as Annual Returns and audited financial statements are filed with NCSS and the Commissioner of Charities and disclosed on the Charity Portal within six months of the financial year-end.

Board Effectiveness and Performance Policy

Once a board director's term is over, the board chairman performs the board director's effectiveness and performance evaluation before re-nomination. The board director who will be renominated will also complete a self-assessment. For the Chairman's re-nomination, the review will be performed by the Nomination Committee.

Board's Renomination Policy

According to the iC2 PrepHouse Constitution, each board director serves a three-year term and is eligible for re-nomination for an additional three years upon completion.

Board Selection and Recruitment Policy

Upon receiving the resumes for successful candidates for board directorship, the CEO sends them to the Nomination Committee for review. Once the Nomination Committee approves the resumes, the resumes are then passed to the board of directors for consideration. If the resume is acceptable, a face to face or zoom interview is arranged. After the discussion, an offer is made to the potential candidate. Once the offer is accepted, a formal appointment letter with the roles and responsibilities spelt out is given to the candidate for endorsement. Once appointed, they are placed in the subcommittees for one year for training and assessment of their performance. After one year, the Chairman assesses the board member then, and the board member may remain in the subcommittee, be promoted to the board of directors or asked to leave the subcommittee.

Board Training and Effectiveness Policy

The board member placed in the subcommittee will be mentored by a board of director and will assess their performance after the one-year term for reappointment or promotion to board director or termination of services.

POLICY, PEOPLE AND DONATIONS

COMPANY POLICIES

Conflict of Interest Policy

The Board of Directors of the Company serves without remuneration for their voluntary service to the Company to maintain the integrity of doing public trust and community good instead of personal gain. The Company has a Conflict Policy to avoid any actual or perceived conflicts of interest by ensuring that the policy and declaration form is read and acknowledged with the signature of each board member upon election or appointment and annually after that during his term of office. Full disclosure to the board must be made when a conflict-of-interest situation arises. A board member abstains from voting in any matter in which they have a conflict of interest.

Reserves Policy

The reserves policy helps iC2 PrepHouse define and set goals for reserve funds, clearly describe authorisation for the use of reserves, and outline requirements for reporting and monitoring. iC2 PrepHouse would like to maintain surpluses in our reserves that amounts to about two years of Charity's annual operating budget.

Personal Data Protection Act Policy

iC2 PrepHouse has implemented processes to comply with the Personal Data Protection Act 2012 (the "PDPA"). Unless otherwise permitted by law, iC2 PrepHouse obtains consent for collecting, using, disclosing, and processing personal data. Consent given may be withdrawn by notification to the Data Protection Officer in iC2. Data is also used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to prevent unauthorised access, collection, use, disclosure, copying, modification or disposal of personal data.

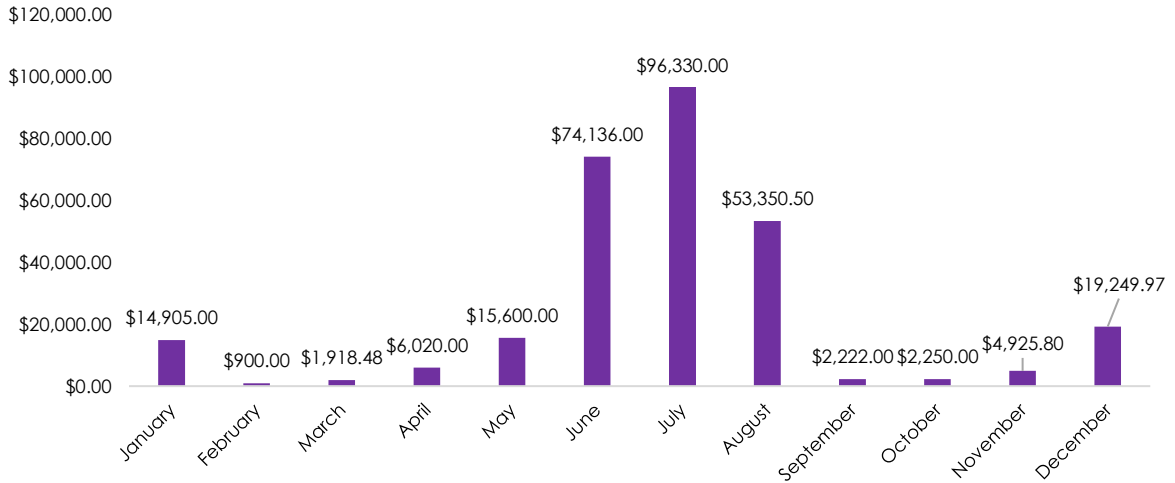
Whistle-Blowing Policy

iC2 PrepHouse is committed to high standards of corporate governance and compliance with all laws, regulatory requirements and internal policies. iC2 PrepHouse does not condone any malpractice, impropriety or statutory noncompliance by employees in the course of their work. In line with this commitment, the Whistleblowing Policy aims to encourage staff, partners, volunteers, suppliers, contractors, clients and other stakeholders of iC2 PrepHouse to raise concerns or to report malpractices or misconduct, and to offer assurance that they will be protected from reprisals or victimisation for whistle-blowing in good faith. A summary of iC2 PrepHouse's Whistle-blowing Policy is available for reference on the website.

POLICY, PEOPLE AND DONATIONS

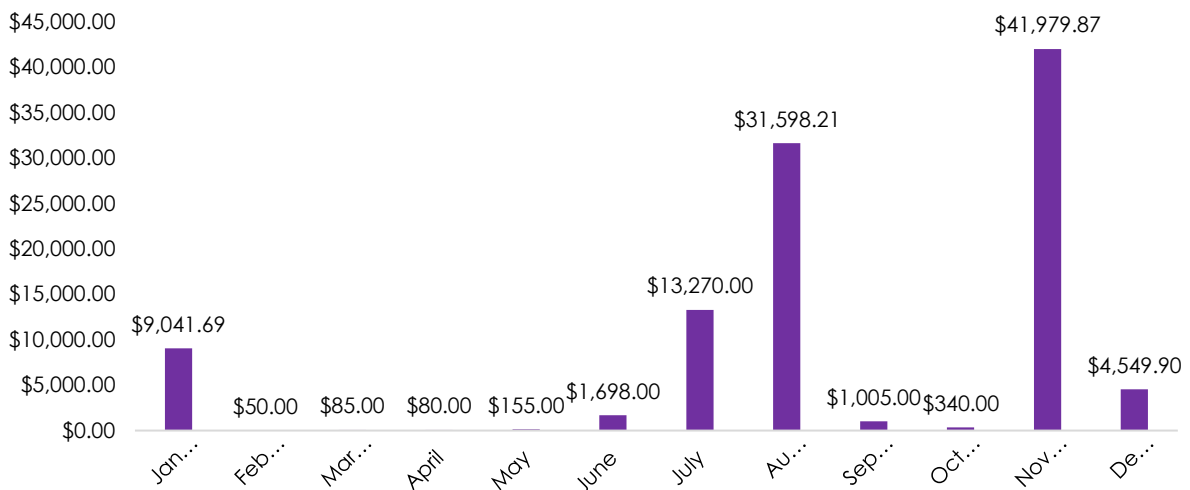
BREAKDOWN OF DONATIONS

Tax-Deductible Donations 2025



Total Tax-Deductible Donations \$291,807.75

Non-Tax-Deductible Donations 2025



Total Non-Tax-Deductible Donations \$103,852.67



POLICY, PEOPLE AND DONATIONS

BREAKDOWN OF DONATIONS

Key Fundraising Event "iC2 SHINE Gala 2025"

The iC2 SHINE Gala 2025, held at the elegant Grand Hyatt Singapore, was an inspiring evening that radiated unity, generosity, and heartfelt celebration. We were honoured to welcome our esteemed Guest of Honour, Mr Eric Chua, Senior Parliamentary Secretary, Ministry of Law & Ministry of Social and Family Development, whose uplifting words, along with a powerful speech by our Chairman, A/Prof Wong Meng Ee, set the tone for a night dedicated to making a difference.



Guest of Honour, Mr Eric Chua with the Board and team of iC2

Surrounded by our sponsors, donors, partners, and beneficiaries, guests enjoyed a specially curated dinner that complemented the evening's warm and celebratory atmosphere.

The programme featured a moving iC2 video, a touching testimonial by alumni Joshua Tseng, and a vibrant performance by one of our students, Anisah, and our dedicated volunteer, Stephanie.



Anisah (left) and Stephanie

Emcee, Mr Paul Foster

The excitement continued with a live and silent auction, a raffle draw, and engaging moments hosted by the ever-charismatic Paul Foster.



We extend our deepest gratitude to everyone who made the iC2 SHINE Gala 2025 a success. Your unwavering support continues to illuminate the lives of children and youth with visual impairments, and we look forward to achieving even greater impact together.



POLICY, PEOPLE AND DONATIONS

BREAKDOWN OF DONATIONS

Key Fundraising Event "iC2 SHINE Gala 2025"

We extend our heartfelt gratitude to our steadfast partners, generous donors and sponsors, passionate volunteers, and devoted supporters. Your unwavering commitment made the iC2 SHINE Gala 2025 not just a success, but a true celebration of hope and community.

We are especially grateful to Macquarie Group Foundation for their generous gift of \$45,000 in support of our mission. Your ongoing partnership has played a vital role in empowering our work and bringing renewed hope to children and youth with visual impairments.

Because of your collective generosity, countless young lives are being touched and uplifted. With your continued support lighting the way, we are excited to journey forward together towards even greater impact.

Sponsors for Auction and Raffle Draws



POLICY, PEOPLE AND DONATIONS

VOLUNTEER OPPORTUNITIES

At iC2 PrepHouse, we are sincerely thankful for the dedication and compassion of our volunteers. Their contributions play a vital role in helping us support children with visual impairments and their families.

We welcome individuals from all backgrounds and value the unique skills and perspectives they bring. Volunteering with us is a partnership based on mutual respect and a shared commitment to our mission.

We acknowledge that circumstances can change. Both the volunteer and iC2 PrepHouse may choose to conclude the engagement when necessary. Should a volunteer decide to step away, we kindly request advance written notice to help ensure a smooth transition and continued support for our programmes.

We extend our heartfelt appreciation to all who have given their time and energy to iC2. Thank you for being a valued part of our journey in creating meaningful and lasting impact.



**Personnel Support
During Events**
(Ad hoc basis)



**Home Support
for Students**
(Reading/Academic Support)



**Design Support
for Social Media**
(Monthly basis)

POLICY, PEOPLE AND DONATIONS EVENTS

Chinese New Year Lohei

Lunar New Year is a time to celebrate reunions, family, traditions, and the moments that bring us closer together. To welcome the Year of the Snake, iC2 PSG (Parents Support Group) hosted a special Chinese New Year event on February 8th.

The celebration featured a heartwarming sing-along session led by our in-house singer, Mackenzie, alongside her brother. Watching the siblings perform together added a personal touch to the festivities. Following the performance, parents, children, iC2 directors, and staff gathered for the traditional Lou Hei, tossing for good fortune, prosperity, and growth in the year ahead.

It was a wonderful time for everyone to reconnect, share conversations, and enjoy the festivities. In addition, iC2 staff distributed a mental health kit to each family, featuring a small pot candle, a therapy pillow, and a deck of affirmation cards, all generously donated by Prada.

Overall, the event was a truly memorable and uplifting experience. We wish everyone a prosperous and joyful Gong Xi Fa Cai, and a Happy Chinese New Year!



POLICY, PEOPLE AND DONATIONS EVENTS

SDSC National Para Swimming Championships

We are proud to share that Jerome, aged 11, represented iC2 PrepHouse at the SDSC National Para Swimming Championships 2025, held on 12 April 2025 at the Singapore Sports School. His participation in this national-level competition marks a meaningful milestone in his swimming journey and reflects his growing confidence in the sport.

Jerome competed in the Men's 50m Breaststroke and Men's 50m Freestyle events. Through this experience, he had the opportunity to challenge himself, build competitive exposure, and showcase his abilities alongside fellow athletes on a national stage. Such platforms play an important role in nurturing resilience, sportsmanship, and a love for the sport.

We commend Jerome for his dedication, perseverance, and determination throughout his training and competition. His efforts are truly inspiring, and we look forward to supporting him as he continues to grow and pursue many more swimming opportunities in the future.



POLICY, PEOPLE AND DONATIONS EVENTS

iC2 Kids Day

Our students kicked off their school holidays with a fun-filled celebration at McDonald's, Marine Cove at East Coast Park, setting the stage for a joyful and memorable break.

The day was packed with exciting games such as the egg-and-spoon race, ring toss, and cup stacking, sparking plenty of laughter and friendly competition among the children. From cheering one another on to celebrating small victories, the energy was infectious. The highlight of the day was seeing the joy on every child's face as they received their goodie bags.

Parents also had the chance to enjoy meaningful conversations and build new connections, strengthening our sense of community and support. Events like these remind us of the importance of coming together, where shared experiences not only bring families closer but also create lasting memories for everyone involved.



POLICY, PEOPLE AND DONATIONS EVENTS

Vision Rehabilitation Conference

Organised by the Singapore Association of the Visually Handicapped (SAVH) on 20–21 August, this was Singapore’s first conference dedicated to visual impairment and rehabilitation. The event brought together professionals, advocates, and community partners to share knowledge and explore practical solutions to support persons with visual impairment.

Our vision teacher, Lay Hong, shared her experience teaching children with Cerebral Visual Impairments (CVI) and participated as a panelist in both the CVI discussion and The Visual Rehabilitation Pathway.



Our Chairman, A/Prof Wong Meng Ee, also spoke on “The Stigma Against the Blind and How to Overcome It,” offering insights on how Singapore can shift societal attitudes towards greater inclusion.



It was heartening to see so many come together with a shared commitment to improving the lives of persons with visual impairment.

We look forward to continued collaboration in building a more inclusive future.

POLICY, PEOPLE AND DONATIONS EVENTS

CEO of SG Enable Visit to iC2

A warm welcome to Ms Lee May Gee, CEO of SG Enable, who visited iC2 PrepHouse. We were honoured to host her and to share insights into our programmes supporting children and youth with visual impairment, as well as our continued efforts in advancing inclusive education and early intervention. The visit provided a meaningful platform to highlight how our work empowers our students to develop confidence, independence, and essential life skills.

As a token of appreciation, our Executive Director, Mr Edwin Lim, presented Ms Lee with our coffee table book, which captures the heart of our mission and the stories of those we serve.

Thank you, SG Enable, for your continued partnership and belief in our mission.



POLICY, PEOPLE AND DONATIONS EVENTS

Ten-pin bowling fundraiser by Macquarie Group

A Fun-Filled Evening at the Macquarie Singapore Ten Pin Bowling Fundraiser!

Laughter and excitement filled the bowling lanes as our beneficiaries and their caregivers came together for an engaging evening at the Macquarie Singapore Ten Pin Bowling Fundraiser. The event provided a wonderful opportunity for families to bond, enjoy friendly competition, and create shared moments of joy in a lively and inclusive setting.

We are grateful to Macquarie for their continued commitment to social impact and for including us in this fun and purposeful event.

In addition to hosting the event, the Macquarie Group generously raised an estimated S\$4,800 in support of our programs and initiatives. We are deeply grateful for their continued generosity and dedication to making a meaningful impact in the lives of our students and families.



POLICY, PEOPLE AND DONATIONS EVENTS

NAMIC Singapore's 10th Anniversary Dinner

At NAMIC Singapore's 10th Anniversary Dinner, iC2 PrepHouse was honoured to receive Singapore's first 3D-printed tactile braille storybook, presented to our Executive Director, Mr Edwin Lim.

This meaningful Corporate Social Responsibility (CSR) initiative is the result of a year-long collaboration between NAMIC, Tusitala, and iC2 PrepHouse. Together, we refined tactile designs, integrated braille, and optimised the 3D printing process. With valuable input from our children and their families, the project became a powerful example of how technology and empathy can come together to make learning truly inclusive.

The storybook features tactile illustrations and Braille Neue, a unique typeface that combines braille and printed letters, addressing the shortage of accessible reading materials for children with visual impairments during their early developmental years.

We are proud to be part of this innovation that brings inclusive learning one step closer to reality.



POLICY, PEOPLE AND DONATIONS EVENTS

A Day at the Singapore Zoo

We extend our heartfelt appreciation to a generous donor for the generous gift of complimentary entry to the Singapore Zoo for our beneficiaries and their families.

Laughter and excitement filled the air as families explored fascinating wildlife, enjoyed interactive exhibits, and shared precious moments together. For many, it was a rare opportunity to bond in a fun and enriching environment, creating memories that will last a lifetime. Your kindness turned an ordinary day into an extraordinary experience!



POLICY, PEOPLE AND DONATIONS EVENTS

iC2 Christmas Party and Sports Appreciation Party 2025

It's the most wonderful time of the year!

The iC2 Parents Support Group (PSG), together with our amazing teachers and staff, hosted a heartwarming Christmas Party on 6 December 2025. From joyful sing-alongs and fun activity stations to Santa's special gift delivery, the presentation of sports awards, and a heartfelt appreciation for our volunteers. Every moment was filled with festive cheer.

A perfect way to wrap up the year and celebrate the iC2 family!





FINANCIALS

SUMMARY OF FINANCIAL RESERVES

Purposes For Which The Charity's Assets Are Held

The assets owned by iC2 PrepHouse are used for daily operational needs. iC2 PrepHouse has not purchased any significant assets. However, specialised equipment such as CCTV (big print reader), handheld magnifiers, Braille and screen reading software are the essential teaching aids in Assistive Technology Programme.

Record Of Board Meetings

In accordance with iC2 PrepHouse's commitment to strong corporate governance, the Board convened three meetings during the financial year on 1 March, 7 June, and 22 November 2026.

Directors' Attendance at Board Meetings

Dr Wong Meng Ee	Chairman	2/3
Ms Jennfier Chia	Director/Company Secretary	3/3
Dr Ang Beng Ti	Director	3/3
Ms Goh Shuet-Li	Director	2/3
Mr Ketan Odedra	Director	3/3
Mr Nicholas Winsor	Director	3/3

Our Reserves Position

	2025	2024	Increase / (Decrease)
(A) Unrestricted fund Accumulated general funds	S\$1,374,025	S\$1,364,317	0.71%
(B) Restricted or designated funds Restricted funds	S\$167,276	S\$274,775	(39.12%)
(C) Endowment funds	-	-	
(D) Total funds	S\$1,541,301	S\$1,639,092	
(E) Annual operating expenditure	S\$1,348,250	S\$1,357,216	(0.66%)
Ratio of funds to annual operating expenditure (A)/(E)	1.01	1.00	

Reference:

- (C) An endowment fund consists of assets, funds or properties, which are held in perpetuity, which produce annual income flow for a Charity to spend as grants.
- (D) Total funds include unrestricted, restricted/designated and endowment funds.
- (E) Total annual operating expenditure includes expenses related to cost of charitable activities and governance and other operating and administration expenditure.

The reserves of the Charity provide financial stability and the means for development of the Charity's activities. The Board intends to maintain the reserves at a level sufficient for its operating needs. The Charity reviews the level of reserves regularly for the Charity's continuing obligations.



FINANCIALS

STATEMENT OF FINANCIAL ACTIVITIES

For the financial year ended 31 December 2025

	General fund	Restricted funds	Total funds	Total funds
	2025	2025	2025	2024
	\$	\$	\$	\$
Income				
Income from generated funds	667,032	–	667,032	758,941
Income from charitable activities	205,008	358,239	563,247	420,717
Investment income - interest income	11,194	–	11,194	33,119
Other income	8,986	–	8,986	16,567
Total income	892,220	358,239	1,250,459	1,229,344
Less: Expenditures				
Cost of generating funds				
- Fund raising expenses	95,713	–	95,713	101,047
Cost of charitable activities	816,978	365,495	1,182,473	1,159,689
Governance and administrative costs	63,007	7,057	70,064	96,480
Total expenditure	975,698	372,552	1,348,250	1,357,216
Net expenditure before taxation	(83,478)	(14,313)	(97,791)	(127,872)
Taxation	–	–	–	–
Net expenditure for the financial year representing net movement in funds	(83,478)	(14,313)	(97,791)	(127,872)
Gross transfer between funds	93,186	(93,186)	–	–
Net movement between funds	9,708	(107,499)	(97,791)	(127,872)
Reconciliation between funds				
Total funds brought forward	1,364,317	274,775	1,639,092	1,766,964
Total funds carried forward	1,374,025	167,276	1,541,301	1,639,092



FINANCIALS

BALANCE SHEET

At 31 December 2025

	2025	2024
	\$	\$
ASSETS		
Non-current asset		
Plant and equipment	20,841	35,873
Current assets		
Prepayments	9,688	7,303
Trade and other receivables	51,784	302,553
Bank balances	1,536,583	1,437,874
	1,598,055	1,747,730
Current liability		
Other payables	45,225	112,141
Net current assets	1,552,830	1,635,589
Non-current liability		
Other payables	32,370	32,370
Net assets	1,541,301	1,639,092
Funds		
Unrestricted funds		
General Fund	1,374,025	1,364,317
Restricted funds		
Equipment Fund	30,559	42,802
Trainee Vision Teacher Scholarship fund ("TVTSF")	136,717	231,973
Toteboard Social Service Fund ("TBSSF")	-	-
	167,276	274,775
Total funds	1,541,301	1,639,092



FINANCIALS

STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2025

	2025	2024
	\$	\$
Operating Activities		
Net expenditure before taxation	(97,791)	(127,872)
<u>Adjustments for:</u>		
Depreciation of property, plant and equipment	17,438	37,278
Interest income	(11,194)	(33,119)
Operating cash flows before movements in working capital	(91,547)	(123,713)
<u>Changes in working capital:</u>		
Prepayment	(2,385)	4,383
Trade and other receivables	251,310	(250,919)
Other payables	(66,916)	27,244
Net cash flows generated from/(used in) operating activities	90,462	(343,005)
Investing activities		
Acquisition of property, plant and equipment	(2,406)	(15,480)
Interest received	10,653	44,457
Net cash flow generated from investing activities	8,247	28,977
Net changes in cash and cash equivalents	98,709	(314,028)
Cash and cash equivalents at the beginning of the year	1,437,874	1,751,902
Cash and cash equivalents at the end of the year	1,536,583	1,437,874

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes	
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

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

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes	<p>It is resolved during AGM that the Long-Term Directors be re-appointed as Directors of iC2 beyond (10) consecutive years as the Long-Term Directors possess the necessary experience in managing iC2 which is involved in a very niche scope of activity, and it is not easy to find suitable candidates to join the Board.</p>
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting refer to 2.9.b.</p>	2.9d	Yes	
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	<p>Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.</p>	3.1	Yes	

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes	
Principle 4: The charity is well-managed and plans for the future.				
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes	
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer Management*; e. Finances; f. Information Technology(IT) including data privacy management and cyber- security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes	
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes	
Principle 5: The charity is accountable and transparent.				
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes	
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes	
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes	

FINANCIALS

CODE OF GOVERNANCE CHECKLIST

Principle 6: The charity communicates actively to instill public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes

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