



ANNUAL REPORT 2024



Corporate Information

Trybe Limited (Formerly known as "Save the Children Singapore Limited")

Date of Incorporation: 2 November 1995

Unique Entity Number (UEN): 199507763G

Charity Registration Number: 1152 (Issued on 24 January 1996)

IPC Registration Number: 623 (Issued on 1 June 2008)

Governing Instrument: Constitution (A Company Limited by Guarantee)

Registered Address: Block 479 Tampines Street 44, #01-241, Singapore 520479



VISION

Every youth a success story

MISSION

Journey with youths who face adversities to lead purposeful lives; inspiring them to impact others.

PURPOSE

Empower youths to overcome adversities

VALUES

Resilience Integrity Serving Excellence

OBJECTIVES

1.

To relieve the distress and hardships, and to promote the welfare of children in Singapore and in so far as may be permitted by the laws and regulations of Singapore, any country or countries, place or places, without differentiation on the ground of race, colour, nationality, creed or sex and to educate the public concerning the nature, causes and effects of distress, hardship and want of welfare as aforesaid and to make available the useful results thereof to the public.

2.

Within the limits of the charitable objects set out above to do all or any of the under-mentioned things:

- a. to preserve child life wherever it is menaced by conditions of hardship and distress;
- b. to relieve child distress by the provision of money, food, clothes, medical assistance, nursing and materials and facilities, help and assistance of whatsoever kind;
- c. to promote child welfare and all that may concern the well-being of children in any charitable way including (without prejudice to that generality) by the provision of and support for the education of children (whether formal or informal, academic or vocational) for their proper nourishment, hygiene and health care (whether preventive or prescriptive, general or personal), for their better housing, for the provision of good water and sanitation, for the support of family life and child care (in any context), for their legal protection and representation, for the provision of their opportunity for sports, recreations, arts and crafts and for their security and safety; and
- d. to enquire into the needs of those who may be benefited hereunder the better to promote the charitable objects aforesaid.

3.

Generally to aid, assist and give relief in any manner and to any extent, including in the absolute discretion of the Directors of the Company the application of the whole or any part of the assets for the time being of the Company, to any charitable institution whose object or objects are similar to or comparable with the objects of this Company including but not limited to hospitals, sanatoria, homes or places of refuge or shelter, libraries, orphanages, industrial welfare establishments and other charitable organisations. Provided always that notwithstanding anything heretofore contained no grant, aid or assistance shall be given which shall be in aid of any political organisation or for any political purpose.



CHARTING OUR FUTURE: STRATEGIC DIRECTION

At Trybe, we remain steadfast in our mission to empower youth and transform lives. To ensure we continue making a meaningful impact, our Board and Management Team came together for an intensive three-day strategic planning workshop, setting the course for Trybe's next three years.

During this workshop, we took a deep dive into understanding Trybe's core strengths, identifying gaps in the social service sector, and exploring how we can bridge those gaps to better serve the youth in our care. We engaged in thought-provoking discussions on the evolving needs of young people and the challenges they face, particularly in areas of mental health, disengagement, and placement in out-of-home care.

Through this process, we reaffirmed our commitment to being an agency of impact, innovation, and financial sustainability. We recognise that the social landscape is constantly changing, and to stay relevant and effective, Trybe must not only adapt but also lead in shaping solutions that uplift and empower youth.



Vision 2027: A Trauma-Informed, Impact-Driven and Sustainable Social Service Agency

Our collective efforts led us to define Trybe's Vision 2027:

A trauma-informed, impact-driven, and sustainable social service agency, specialised in serving youths who are unengaged, facing mental health challenges, and are placed in out-of-home care.

This vision reflects our deep commitment to delivering holistic and meaningful interventions that address not just the symptoms but also the root causes of challenges faced by youth. It also underscores our resolve to build a resilient and forward-looking organisation that can continue making a difference for years to come.

Our Three Strategic Thrusts

To bring our vision to life, we have identified three strategic thrusts that will drive Trybe's transformation over the next three years:



Trauma-Informed Organisation

- We embrace a trauma-informed culture
- We align organisational policies and processes with trauma-informed principles
- We develop services with trauma-informed approaches at its core



Impact-Driven Services

- We measure and monitor the impact of our services
- We articulate the collective impact of our services
- We are guided by data and insights in service development



Sustainable Services & Resource Management

- We develop partnerships that amplify our reach and impact
- We invest in capacity building to grow and meet the challenges of the future
- We build financial resilience through diversified income streams

A Future Built on Strength and Partnership

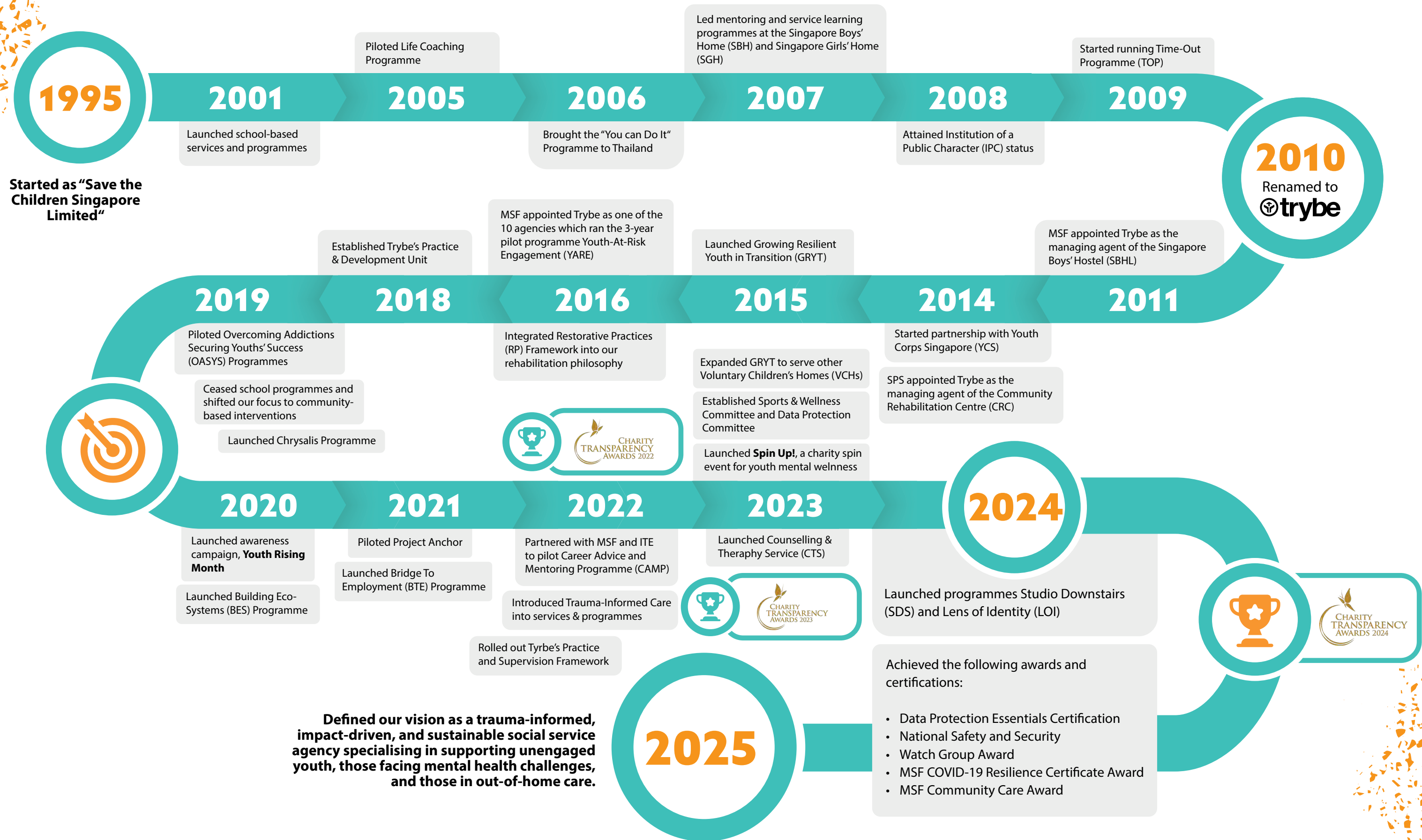
As we embark on this journey towards Vision 2027, we recognise that meaningful change cannot be achieved alone. We are committed to working alongside our partners, funders, volunteers, and the community to create a holistic and supportive ecosystem for young people.

For nearly 30 years, Trybe has made a difference in the lives of more than 160,000 youth and volunteers—and we are just getting started. With a renewed sense of purpose and a clear roadmap ahead, we are excited to pave the way for a brighter future for the next generation of youth.

Together, we can make Every Youth A Success Story!



MILESTONES



Chairperson's Message

For nearly three decades, we have made significant progress in making sure more youths are seen and heard and are given the support needed for them to be equipped to overcome their adversities. This progress is only possible because of the people behind it—our staff, volunteers, donors, and partners.

This year, our programmes have grown not just in reach, but in depth. New initiatives like Studio Downstairs and Lens of Identity show how Trybe continues to respond creatively to evolving youth needs. Our partners played a crucial role not only by funding our work but also by opening opportunities for education and employment for the youths we serve. These partnerships are invaluable, and we look forward to growing them further.

The team's ability to provide ground-up insights remains a key strength that we are committed to building on. In August 2024, the Board and Management came together for a strategic planning workshop to chart Trybe's direction for the next three years. This process reaffirmed our shared goal of Trybe as a trauma-informed, impact-driven, and sustainable organisation. We continue to specialise in serving unengaged youths, facing mental health challenges, and those placed in out-of-home care.

We remain deeply committed to a trauma-informed approach in our care. By applying this, we interact with youths with greater empathy and understanding—supporting their healing, rehabilitation, and recovery. This same care extends to our frontline workers. We know that nurturing our staff also ensures the continuity and quality of care for our youths. This year, we introduced a range of initiatives focused on staff wellbeing—from self-care tokens and bonding activities with loved ones, to a dedicated appreciation lunch. These are small but meaningful ways we affirm the value of those who give so much of themselves.

Good governance remains at the centre of all we do. We were honoured to receive the Charity Transparency Award for the third consecutive year—a reflection of our continued commitment to accountability and integrity. In addition, we are proud to have received several other recognitions this year:

- MSF Community Care Award
- MSF COVID-19 Resilience Certificate
- National Safety and Security Watch Group Award
- Data Protection Essentials Certification

As a Board, we are focused on safeguarding Trybe's long-term sustainability—not just financially, but also through strong leadership, effective partnerships, and organisational resilience.

As stewards of this mission, the Board recognises the evolving needs of today's youth. We acknowledge the challenges, but we are also encouraged by the resilience we've witnessed—both in the young people we serve and in the team driving our work.

We invite you to be part of this journey. Together, we can continue to turn adversity into strengths.

Mdm Praise Wong
Chairperson

Photo of Mdm Praise Wong with our Trybe Staff during the Year-End Lunch.

Photo of Mr Vimel Rajoo with the public at the HealthierTogether @ Tampines Outreach.

CEO's Message

We began this year with a commitment to sustainability—ensuring that we can journey alongside every youth, regardless of the challenges they face. Achieving this meant focusing on Trybe's financial health and expanding our partnerships and connections within the community.

Recognising that no one succeeds in isolation, we made collaboration our key strategy. Through stronger partnerships and co-curated fundraising efforts, we have raised over \$560,000 to support our services. But beyond financial support, our employer partners contributed their time and knowledge to empower youths through programmes like Building Eco-Systems (BES) and Lens of Identity (LOI).

Sustainability, for us, also means staying true and relevant to what is needed on the ground. In 2024 we have journeyed with about 300 youths:

- Counselling & Therapy Service (CTS) provided 667 counselling sessions, a significant increase from the previous year—with 72% of youths reporting reduced psychological distress.
- In BES, 44% of previously unengaged youths progressed to employment.
- GRYT, which expanded support for youths transitioning from residential care to independent living, saw 83% of its participants build stronger resilience.
- New initiatives like Studio Downstairs (SDS) and Lens of Identity (LOI) were launched, with participants from LOI's first cohort giving the programme a 90% feedback score.

Recognising that many young people spend time online, we launched our first podcast—sharing stories of impact and

resilience to encourage help-seeking behaviours through an authentic and accessible platform. Offline, our outreach at Tampines North CC and the Healthier Together @ Tampines event helped spark meaningful conversations on mental wellness, reaching over 200 youths and their families through our sharing and the distribution of mental health kits. Neither initiative would have been possible without the support of our dedicated volunteers and partners.

THE ROAD AHEAD

Our Board and Management Team came together for an intensive three-day strategic planning workshop in August 2024, setting the course for Trybe's next three years. Through this process, we reaffirmed our commitment to being an agency of impact, innovation, and sustainability. We recognise that the social landscape is constantly changing, and to stay relevant and effective, Trybe must not only adapt but also lead in shaping solutions that uplift and empower youth.

As we look ahead, we remain grounded in our mission and energised by the momentum of the past year. In this report, you'll see our mission in action. We hope it resonates with you and that you'll join us in empowering more youths to overcome adversity.

Vimel Rajoo
Chief Executive Officer

EXECUTIVE COMMITTEE



Vimel Rajoo
Chief Executive Officer
Appointed on 6 November 2021



Yeo Bee Lian
Director, Service & Programmes
Appointed on 1 January 2022



Cristela Yeo
Head, Corporate Services
Appointed on 1 January 2018



Muhammad Farhan bin Kamsani
Head, Sinagpore Boys' Hostel
Appointed on 1 April 2023



Elyna Wee
Head, Human Resources Department
Appointed on 16 February 2021

About our Executive Committee (EXCO)

Trybe's Executive Committee (EXCO) plays a pivotal role in steering the Company toward sustained success and impact. As the strategic leadership body, the EXCO is responsible for high-level planning, sound governance, and the overall management of the Company. Their collective expertise and oversight are critical in aligning operations with Trybe's long-term goals and ensuring the Company remains responsive, effective, and mission-driven.

Beyond strategy, the EXCO provides active leadership in overseeing day-to-day operations, ensuring that our services are delivered with integrity, efficiency, and in accordance with our core values. By maintaining a clear focus on our vision—Every Youth A Success Story—they serve as the engine behind our continued growth and ability to meet the evolving needs of the youths we serve.

Executive Team Remuneration, Benefits and Conflict of Interest

To uphold the highest standards of integrity and transparency, Trybe maintains strict policies regarding compensation, increments, and bonuses. No staff is involved in determining their own remuneration. The Company also does not employ any family members of the Chief Executive Officer or Board Members. During the reporting period, no conflicts of interest were recorded within the Company.

Remuneration of Top Three Key Executives

SALARY BAND	NUMBER OF STAFF
Between \$100k and \$200K	3

None of these three staff, nor any other staff, serve on the Company's Board of Directors.

BOARD MEMBERS



Mdm Praise Wong
Director since 17 November 2015
Appointed as Chairperson since 20 May 2023



Mr Daniel Ng
Director since 6 September 2007
Appointed Treasurer on 18 Feb 2022



Ms Ingrid Hanson
Director since 12 July 2000



Dr Abishek Mathew Abraham
Director since 20 May 2023



Mrs Jasmine Chin-Sabado
Director since 20 May 2023



Mdm Jean Yap
Director since 20 May 2023



Mrs Jaime Lee
Director since 20 May 2023

About our Directors

The Board of Directors plays a critical role in guiding Trybe's strategic direction and ensuring strong governance. Drawing on their diverse expertise and experience across various sectors, Board Members provide valuable insight and high-level oversight, helping to shape the Company's priorities and navigate the complexities of the social service landscape.

Their collective wisdom ensures that Trybe remains aligned with its mission, committed to its core values, and responsive to emerging challenges and opportunities. By actively participating in key decision-making processes and offering thoughtful counsel, the Board supports the Company's leadership in delivering effective services and achieving long-term sustainability. Their stewardship is fundamental to Trybe's continued growth, accountability, and impact.

BOARD MATTERS

Board Composition

The Board of Trybe Limited shall comprise of Directors who are suitably qualified. The Board shall comprise of the following office bearers, minimally:

Chairperson

The Chairperson provides leadership to the Board, ensures the effective action of the Board in governing and supporting Trybe, and oversees Board affairs. The Chairperson acts as the representative of the Board as a whole.

Treasurer

The Treasurer manages the Board's review of, and action related to, the Board's financial responsibilities. Where necessary, the Treasurer may work directly with the finance executives to develop and implement appropriate financial procedures and systems.

Secretary

The Secretary maintains records of the Board and ensures effective management of corporate records.

Appointment of Directors / Board Members

Directors and/or Board Members may be appointed at any time with the requisite documentary evidence. Potential candidates for Directorships should be presented to the Board, reviewed by Board Members and finally approved and appointed by the Chairperson (or his/her designated representative in his/her absence).

Term of Appointment of Directors / Board Members

As a guide, all appointments and terms of appointment of Directors shall follow that stipulated in the Constitution. A Letter of Appointment detailing the position and commencement date shall be issued by the Chairperson to all newly appointed Directors/ Board Members. The signed Letters of Appointment shall be kept by the Secretary or Chief Executive Officer, and/or his/her authorised officers, on behalf of the Chairperson. The Treasurer of the Board may hold office for a period of not more than four (4) consecutive years.

Reappointment of Directors / Board Members

The reappointment of Directors adheres to the conditions outlined in the Constitution. At each Annual General Meeting (AGM), at least one-third of the Directors shall retire from office by rotation. Re-appointment to the office of the Treasurer will be subjected to a lapse of two (2) years.

Board Duties

A comprehensive guide outlining the roles and responsibilities of Directors can be found within the Terms of Reference (TOR) document.

Each Director/Board Member may be assigned a specific task or duty, as appointed by the Chairperson. These may include, but are not limited to, Project Directors, Chair or Members of any Committees or Sub-Committees.

Succession Planning

The Board recognises the importance of thoughtful succession planning to ensure leadership continuity and strong governance, particularly for key roles such as Chairperson, Secretary, and Treasurer.

Succession planning is embedded within the Board's recruitment and renewal processes, aligned with the Company's long-term strategy and evolving needs. Regular reviews of Board composition, term limits, and leadership requirements help identify potential candidates early and support smooth transitions.

In 2024—the second year of our three-year board renewal cycle—the focus was on integrating the four new Directors appointed in 2023, who succeeded two long-serving members. These new Directors, who brought fresh perspectives to the Board, continued to be supported by experienced members to ensure a smooth transition. Preparations also began for the planned retirement of the longest-serving Director, marking another key milestone in our succession efforts.

Looking ahead to 2025, the final year of the current cycle, the Board plans to appoint two additional Directors to strengthen capabilities in areas identified through the annual board evaluation process.

This phased approach enables steady and balanced renewal while preserving institutional knowledge, governance continuity, and the expertise needed to support the Company's ongoing growth and impact.

Board Self-Evaluation

The Board conducts a self-evaluation regularly and reviews the results of the self-evaluation during the Board Meetings and makes decisions and takes actions to address areas that need improvement. The manner and/or format of the evaluation will be designed by the Chief Executive Officer with guidance of the Chairperson.

Board Training

Directors / Board Members undergo periodic training to improve their knowledge and skills to effectively carry out their duties and bring them current on governance issues.

Remuneration of Directors / Board Members

Members of the Board of Directors do not receive remuneration for their services as stipulated in the Constitution.

Conflict of Interest

All Directors / Board Members of the Company make annual declarations of conflict of interest(s). There were no recorded conflict of interest in the Company during the reporting period.

Board Meetings & Attendance

The Board of Directors remained actively engaged throughout the year, providing strategic oversight and ensuring sound governance. Meetings were convened at key intervals to address important matters, support informed decision-making, and uphold the Company's commitment to transparency and accountability. Below outlines the number of Board meetings held during the reporting year, along with the attendance record of each Director.

Name of Board Member	Attendance	Board Meeting (16 Feb 2024)	Board Meeting (17 May 2024)	Board Meeting (27 Sep 2024)	Board Meeting (12 Dec 2024)
Mdm Wong Kee Yin	4/4	Yes	Yes	Yes	Yes
Mr Ng Lok Man	3/4	Yes	Yes	Yes	No
Ms Ingrid Christina Hanson	1/4	No	No	No	Yes
Dr Abishek Mathew Abraham	3/4	No	Yes	Yes	Yes
Mdm Yap Hong Meng	4/4	Yes	Yes	Yes	Yes
Mdm Chin Yongwen, Jasmine	3/4	Yes	Yes	No	Yes
Mdm Ho Hui Choo Jaime	4/4	Yes	Yes	Yes	Yes

Disclosure for Terms of Directorships Beyond 10 Years

During the reporting year, the Board consisted of seven members, two of whom (i.e. Ms Ingrid Christina Hanson and Mr Ng Lok Man) had provided exceptional monitoring and advisory services to the Company for over 10 years. The Company has been privileged to have them on Board, as their unwavering dedication and support have made them outstanding ambassadors for the cause, with their invaluable contributions, shaping the Company into what it is today. Ms Ingrid Christina Hanson had informed the Board of her wish to step down as Director of the Company and would not be seeking re-election at the Company's forthcoming Annual General Meeting. Mr Ng Lok Man (first appointed on 6 September 2007) had signified his consent to continue in office and the Board Members had recommended for Mr Ng's continued appointment based on his long-standing contributions, financial expertise and the provision of continuity with regards to the governance of the Company.

Board Committees

Board committees serve as vital elements of Trybe's effective corporate governance, fostering efficiency, specialisation, and the capacity to adeptly address the dynamic challenges faced by the Company. They facilitate indepth examinations of issues, efficient risk management, and compliance practices, thereby fostering transparency and accountability. The Board has five committees, namely Audit, Human Resources, Fundraising, Finance, and Programmes, each led by a designated Chairperson with appointed Members, operating under specific Terms of Reference. This structured committee framework enhances the Board's ability to navigate diverse aspects of corporate governance with focused expertise and strategic depth.

Programmes
Mrs Jaime Lee *(Chairperson)*
Dr Abishek Mathew Abraham

Finance
Mr Daniel Ng *(Chairperson)*
Mdm Jean Yap

Fundraising
Mdm Praise Wong *(Chairperson)*
Mdm Jean Yap
Ms Ingrid Hanson

Human Resources
Mdm Praise Wong *(Chairperson)*
Ms Ingrid Handson
Ms Wendy Koh

Audit
Mrs Jasmine Chin-Sabado *(Chairperson)*
Mrs Jaime Lee

OUR BOARD IN ACTION

Strategic Planning with Management Team

In August, Trybe held its first strategic planning session with both the Board and Management Team. Together, we engaged in meaningful discussions to chart the way forward for the organisation—strengthening our mission, refining our focus areas, and exploring new ways to deepen our impact on the lives of youth.



Participation in activities at our Singapore Boys' Hostel Family Night

In July, Board and management committee members joined the Family Night, engaging meaningfully with residents, their families, along with staff and volunteers. Their strong support demonstrates a shared commitment to creating safe and supportive spaces for youth.



Year-End Lunch

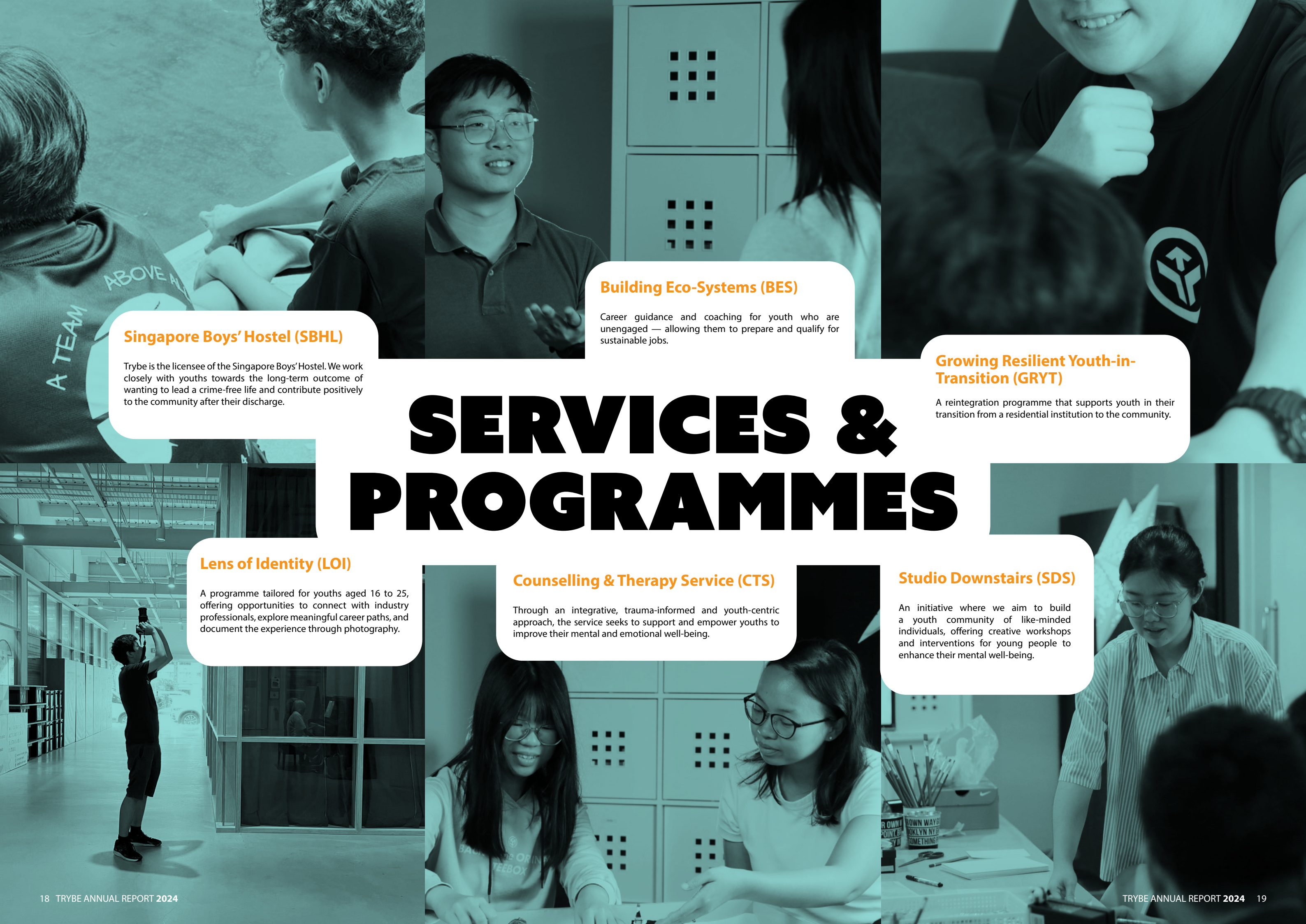
In December, Trybe staff and Board Members came together to celebrate our shared achievements, meaningful milestones, and the amazing individuals behind them. It was a heartwarming occasion filled with joy and laughter. The celebration served as a meaningful reminder of the strong sense of unity and shared purpose that drives Trybe forward.



Urban Sports + Fitness Festival (USFF)

In July, At the Singapore Urban Sports + Fitness Festival (USFF), Trybe was represented by one of our Board Members, Mrs Jasmine Chin-Sabado, who engaged with our youths and met Guest-of-Honour Minister Edwin Tong. Her presence reflected the Board's collective commitment to supporting youth empowerment and mental wellness.





Singapore Boys' Hostel (SBHL)

Trybe is the licensee of the Singapore Boys' Hostel. We work closely with youths towards the long-term outcome of wanting to lead a crime-free life and contribute positively to the community after their discharge.

Building Eco-Systems (BES)

Career guidance and coaching for youth who are unengaged — allowing them to prepare and qualify for sustainable jobs.

Growing Resilient Youth-in-Transition (GRYT)

A reintegration programme that supports youth in their transition from a residential institution to the community.

SERVICES & PROGRAMMES

Lens of Identity (LOI)

A programme tailored for youths aged 16 to 25, offering opportunities to connect with industry professionals, explore meaningful career paths, and document the experience through photography.

Counselling & Therapy Service (CTS)

Through an integrative, trauma-informed and youth-centric approach, the service seeks to support and empower youths to improve their mental and emotional well-being.

Studio Downstairs (SDS)

An initiative where we aim to build a youth community of like-minded individuals, offering creative workshops and interventions for young people to enhance their mental well-being.

OUR COLLECTIVE IMPACT

This reporting year, we received over **300 referrals** from individuals seeking services such as career mentorship and mental health support, underscoring the demand for our offerings.

Overall, we've served

280

youths in our services & programmes.

CTS provided

667

counselling sessions in 2024 compared to 192 in 2023.

72%

of CTS clients reported experiencing a reduction in their psychological distress.

GRYT expanded support for youths transitioning from residential care to independent living.

83%

of GRYT clients reported an **improvement in their resilience level** at the end of the programme.

BES empowered close to...

50%

previously unengaged youth to enter the workforce, a **strong foundation to continued progress.**

"I learnt to take action for my own future, and that all photos are good photos whether bad or not because they are a sign of our progress. Also, that different focus (colours, images, angle) can capture different stories." – Participant B

"Visiting my industry partner left quite the impact on me as it showed me a different side of the industry and other career pathways one could possibly take. It was also a one of a kind opportunity which I otherwise would never be able to experience if I hadn't joined this programme." – Participant A

LOI

First run of LOI was conducted from Oct – Dec 2024.
Feedback from first run participants:

4.45 Average rating **out of 5** for **positive experience in the programme**

4.09 Average rating **out of 5** for **expansion of social network through the programme**

4.45 Average rating **out of 5** would **recommend the programme** to others



SBHL PROGRAMME HIGHLIGHT

SBHL June Camp 2024

“Working Together As One: A Team Above All, Above All A Team”

The SBHL June Camp was organised to create meaningful opportunities for residents and staff to connect, fostering unity and a shared sense of purpose.



The camp was designed with three key objectives:

1

Fostering a Common SBHL Identity

Through carefully planned activities, participants developed a stronger sense of belonging to the SBHL community. The shared experiences helped reinforce the collective identity of both staff and residents, creating a more cohesive environment.

2

Building Bonds Between Staff and Residents Through Trust, Fostering Collaboration, and Empowering Each Other to Grow

Team-based activities and open discussions encouraged trust and camaraderie between staff and residents. Participants stepped out of their comfort zones, supported one another, and worked together to overcome challenges, fostering collaboration and personal growth.

3

Values in Action

The camp provided a dynamic platform for residents to embody values such as responsibility, respect, and resilience. Through experiential learning, they had the opportunity to practice and demonstrate these values in real-world situations, reinforcing their importance in daily life.



The activities included a local amazing race, urban tent camping, dragon-boating and outdoor cooking!

The programme was well-received, with strong engagement and participation. The energy and enthusiasm from both residents and staff contributed to the overall positive atmosphere.

Overall, the in-house camp successfully achieved its intended objectives and left a lasting positive impact on the SBHL community.



COMMUNITY INTERVENTIONS HIGHLIGHT

A Year of New Initiatives

Expansion of GRYT

Trybe was part of the Fostering Open House 2024 on 13 July, where Mr Eric Chua announced the Enhanced Aftercare Support for youths transitioning from out-of-home care to independent living where we launched GRYT - I.

Singapore Boys' Hostel is one of the first three Children's Homes providing the aftercare casework service under this initiative. At Trybe, we have been committed to supporting youths transition from residential care to the community through our Growing Resilient Youth in Transition (GRYT) programme since 2015.

Photo Credits to Ministry of Social and Family Development



Photo Credits to Ministry of Social and Family Development



Studio Downstairs (SDS)

We launched the Studio Downstairs workshops, a creative initiative designed to support the mental well-being of young people through art and expression. These workshops provide a safe and nurturing space for youths to explore their creativity, connect with like-minded individuals, and engage in therapeutic art-based interventions. By fostering a sense of community and self-expression, Studio Downstairs helps youth build confidence, resilience, and emotional wellness.



Lens of Identity (LOI)

We also launched Lens of Identity, a platform that allows youths to explore their passion for photography while building meaningful connections with industry professionals. Through this initiative, participants develop visual storytelling skills, gain exposure to potential career pathways, and reflect on their personal journeys behind the lens.

A heartfelt thank you to the National Youth Council's National Youth Fund for their generous support in making this initiative possible and for believing in the power of youth expression.



Youth Mental Wellness Talk for Tampines North CC

In January, we had the privilege of sharing insights into youth mental wellness and introducing Trybe at the Tampines North Edusave Awards ceremony.

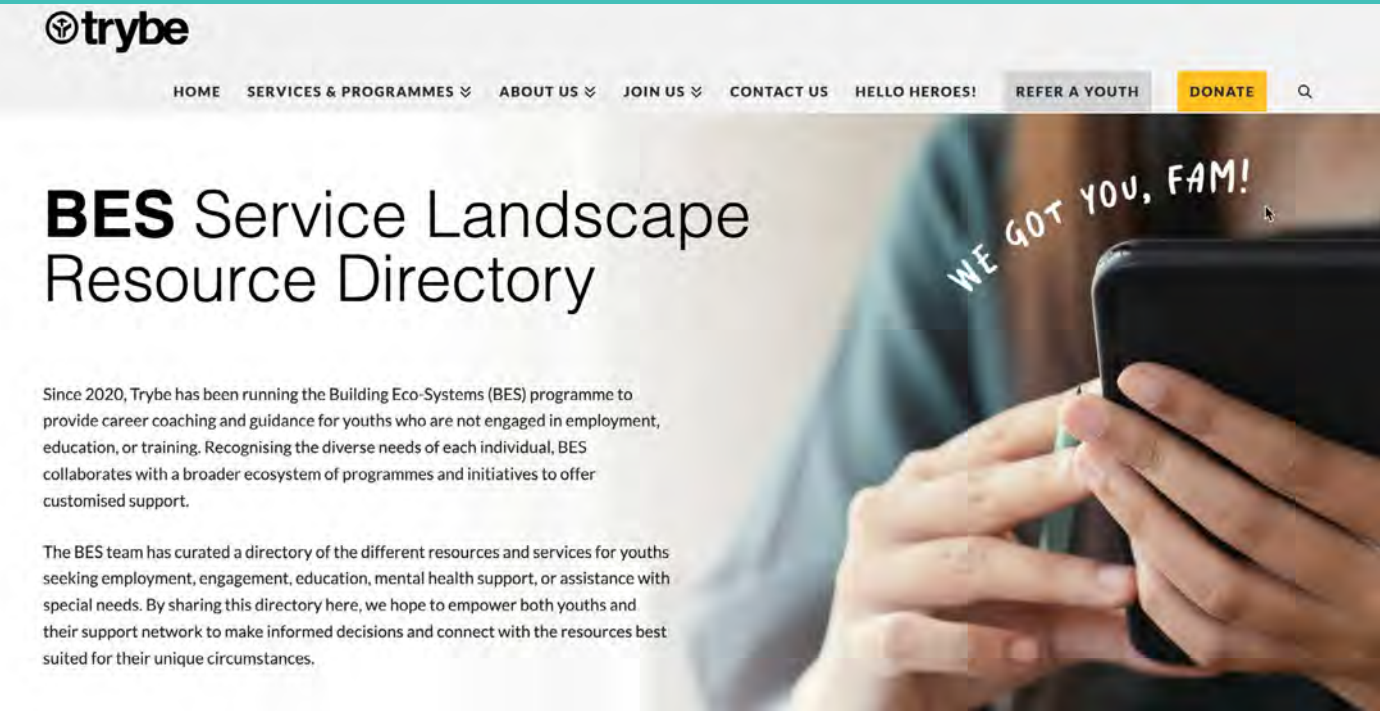
We are delighted that we had the chance to reach out to and distribute our mental health kits to over 100 youths and their families during the programme.

Thank you so much to Mr Baey Yam Keng, MP for Tampines GRC North Division, for providing us with the opportunity to raise awareness about youth mental wellness!



Launch of BES Resource Directory

The Building Eco-Systems (BES) team launched a comprehensive Resource Directory to better support youths navigating various life challenges. This curated guide features a wide range of services and touchpoints across areas such as employment, engagement, education, mental health, and special needs support. Designed as a practical and accessible tool, the directory aims to empower young people with the knowledge and connections they need to take their next steps with confidence.



First LOI Exhibition Launch

In December, we launched our first-ever Lens of Identity (LOI) exhibition, a meaningful initiative that empowered youth to explore career possibilities while expressing their journeys through photography.

As part of the programme, participating youths were brought to visit various employer partners across different industries, where they had the opportunity to learn about potential career paths, engage with professionals, and broaden their perspectives on the working world. Along the way, they documented their experiences using photography—capturing moments that reflected their growth, aspirations, and personal reflections.

The exhibition showcased these powerful images, offering a glimpse into the world as seen through the eyes of our youth. LOI not only celebrated their creativity but also served as a platform to amplify their voices and inspire others through visual storytelling.



AWARENESS INITIATIVES

Participation in Healthier Together @ Tampines

We had the privilege of participating in the Healthier Together @ Tampines event, a significant community initiative aimed at promoting well-being across various aspects of life. This event provided an excellent platform for us to highlight the valuable mental and emotional support services available in the Tampines community. We were proud to be featured as a key resource for youth seeking assistance with their mental wellness.

During the event, we had the honour of engaging with the Mayor of North East District, Mr. Desmond Choo, and other members of the Tampines community. We took this opportunity to raise awareness about the importance of youth mental wellness and to showcase our range of services and programmes, including our Counselling & Therapy Service (CTS) and the Studio Downstairs workshops, which offer creative therapeutic outlets for young people.

We are committed to supporting the mental well-being of youth, and encourage anyone in need of additional support to reach out to us. Our team is always here to help and provide guidance to those who need it.



Visits



Youth Outreach Conference Agency Visit

Hosted participants of the Youth Outreach Conference 2024 at the Singapore Boys' Hostel, offering insights into our restorative rehabilitation approach.



Visit to SBHL by a team from Hope and Healing Home from India

A team from Hope and Healing Home, a rehabilitation centre based in Ukhrul, Manipur, India visited the hostel.

Volunteer Fest @ Lot One Shoppers Mall

Trybe was honoured to participate in the Volunteer Fest held at Lot One Shoppers Mall, organised by the Ministry of Social and Family Development. This event provided a meaningful platform for us to connect with the community and raise awareness about our mission to empower youths facing adversities.

We were especially privileged to share our work with Guest-of-Honour Mr. Desmond Lee, Minister-in-Charge of Social Services Integration, and Deputy Prime Minister Mr. Gan Kim Yong, as well as members of the Choa Chu Kang community.

The event was a valuable opportunity for us to engage the public, showcase our programmes, and encourage more individuals to get involved in supporting youth. We are grateful to everyone who stopped by our booth and expressed their support.



SOCIAL MEDIA GROWTH

In 2024, Trybe produced over 250 posts on social media.

As a youth agency, we leverage our social media platforms to connect with young people who may benefit from our programmes and to engage potential collaborators who can enhance our services.

In 2023, we reaffirmed our commitment to promoting mental health awareness among youth. Building on that, 2024 marked a strategic shift towards amplifying our efforts through dynamic and engaging video content. These videos aimed to raise awareness of Trybe's mission, highlight our services and programmes, reduce stigma, and provide accessible mental health resources.

By incorporating more relatable and visual storytelling, we deepened our connection with youth and extended our reach. This content-driven approach made important conversations around mental wellness not only more visible but also more approachable and empowering for our audience.

Page and Profile Reach

31.8% percentage increase across all platforms from 800,000 in 2023 to more than 1,000,000 in 2024.

Average Engagement Rate compared to Industry Standards

6.90% engagement rate compared to non-profit industry standard according to Hootsuite Analytics at 2.18%.

Our engagement rate remained consistently high, averaging 6.90%—more than three times the non-profit industry standard of 2.18%. This reflects the effectiveness of our content in resonating with our audience and driving meaningful conversations on youth mental wellness.

In 2024, our **focus on producing more reels and videos** significantly expanded our reach and awareness efforts, leading to a notable increase in profile and page reach compared to 2023.



Media Mentions

Traditional Media Mentions



Ms Helga Foo, a social worker who works with Trybe, a social service agency that specialises in helping youth facing adversities, now counsels the teen via an after-care programme.

She said the teen has broken off ties with bad company, and has very clear goals – to focus on education and pursue a career in hospitality.

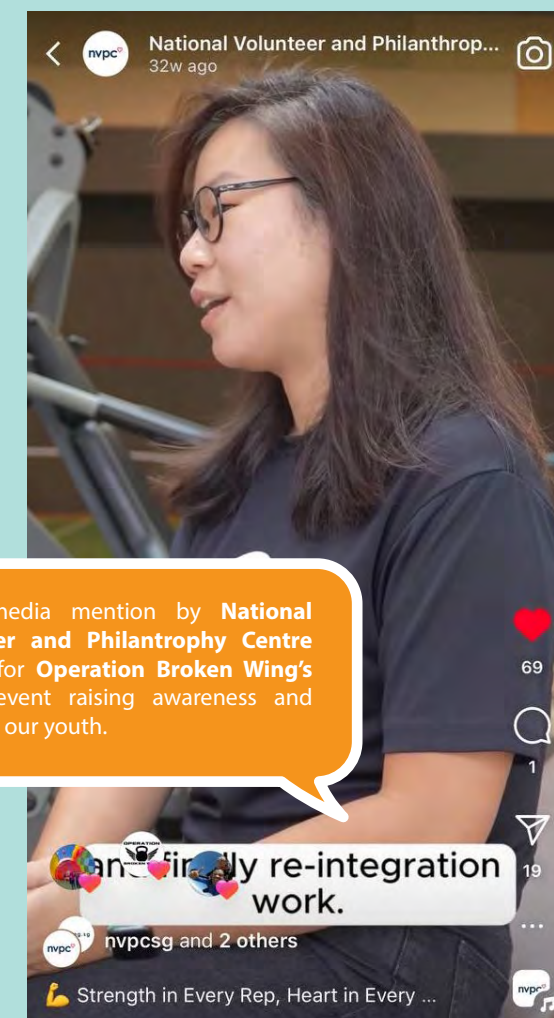
But Ms Foo is worried to see more young people taking drugs.

Trybe was featured in **The Straits Times** Article titled "Youth, 15, felt like a zombie when fortnightly drug fix became a daily one". Our Trybe Social Worker, Helga Foo, was featured for her role in rehabilitating a youth.

Through our GRYT programme, the youth was able to sever their ties with negative influences and set clear goals to focus on education and pursue a career in hospitality.

This coverage in The Straits Times serves as a significant traditional media mention, highlighting the impactful work of our social workers in youth rehabilitation.

Social Media Mentions



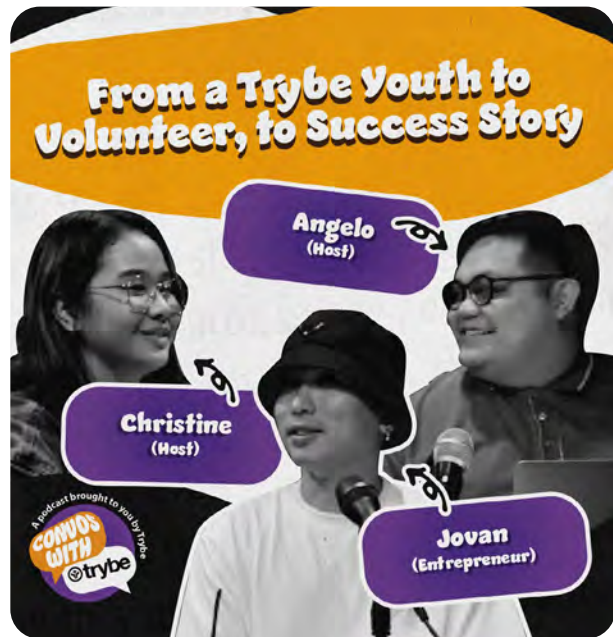
Social media mention by **National Volunteer and Philanthropy Centre (NVPC)** for **Operation Broken Wings (OBW)** event raising awareness and funds for our youth.



Social media mention by **The Purple Parade** during their visit to Singapore Boys' Hostel for their Leadership Development programme.

ONLINE AND OFFLINE CAMPAIGNS

Launch of Podcast: Convos with Trybe



On 21 June 2024, we proudly launched Convos with Trybe, our official podcast series created to offer deeper insights into the heart of what we do.

Through this platform, listeners can hear inspiring stories from our youth, staff, and community partners, while gaining a better understanding of the challenges faced by young people and how we work together to support them.

Convos with Trybe serves as an authentic and engaging medium to raise awareness, foster empathy, and encourage collective action toward building a more supportive environment for youth.

Funds Raised

In 2024, Trybe raised over

\$560,000

through donations and various fundraising initiatives, such as online donation campaigns, a charity movie night, and other special events.

Donation Campaigns

WellYES! Campaign

This campaign is a movement to champion youth mental wellness and rally community support for youth facing adversities.

To raise funds and awareness, we organised two key events. At the Charity Movie Night, for every \$70 donation, our supporters were able to redeem a movie experience bundle, making giving both fun and meaningful.

We also had the honour of being the beneficiary of the inaugural Singapore Urban Sports + Fitness Festival (USFF) on 24 and 25 August at Ngee Ann City Civic Plaza, graced by Minister for Culture, Community and Youth, Mr. Edwin Tong. The event—held in collaboration with Operation Broken Wing and Project Send—mobilised the community to support youth mental health through fitness and collective action.

Adopt A Safe Space Campaign

As part of 29th Anniversary Campaign, Hello Heroes, Adopt A Safe Space empowers individuals and organisations to make an impact by supporting the furnishing and enhancement of our youth spaces. These safe spaces offer a nurturing environment where youths can find comfort, build positive relationships, and access vital support services.

Through this campaign, our supporters play a crucial role in ensuring that these havens remain welcoming, well-equipped, and conducive to healing and growth. Every contribution helps sustain the physical and emotional safety of the young lives we serve.

10-a-month Campaign

Launched as a sustainable giving initiative, Trybe's \$10-a-Month Campaign empowers individuals to make a consistent difference in the lives of youths. With just \$10 a month, supporters help provide access to critical services such as counselling, mentorship, and safe spaces.

This collective effort proves that even small, regular contributions can create lasting change for young people facing adversities.



THE POWER OF \$10 OF A MONTH

OTHER COMPANY HIGHLIGHTS

Sports & Wellness Committee

The Sports & Wellness Committee, comprised of staff across the Company, organised initiatives that champion staff wellbeing.

Family Night

We celebrated Family Night with a fun and memorable evening at the Night Safari, where Trybe staff and their families came together to relax, enjoy wildlife encounters, and strengthen bonds outside of the workplace.



Wellness Tips

Throughout the year, the Staff Wellness Committee shared monthly mental wellness tips to support employees' mental health. These communications offered practical tools and resources to help staff manage stress, prevent burnout, and enhance overall wellbeing.



Mental Wellness Initiatives

In celebration of World Mental Health Day, the Staff Wellness Committee gifted each staff \$20 to spend on a self-care activity or item of their choice. This thoughtful gesture was accompanied by practical suggestions for celebrating the day—such as taking short breaks, engaging in joyful activities, and setting time aside to reflect and recharge.



Year-End Lunch

In December, we came together as one Trybe family to celebrate our shared achievements, milestones, and the incredible individuals who made them possible. The celebration was made even more special with prizes and goodies generously sponsored by Andaz Singapore, Seoul Garden Singapore, and Lucia Cakes Singapore.

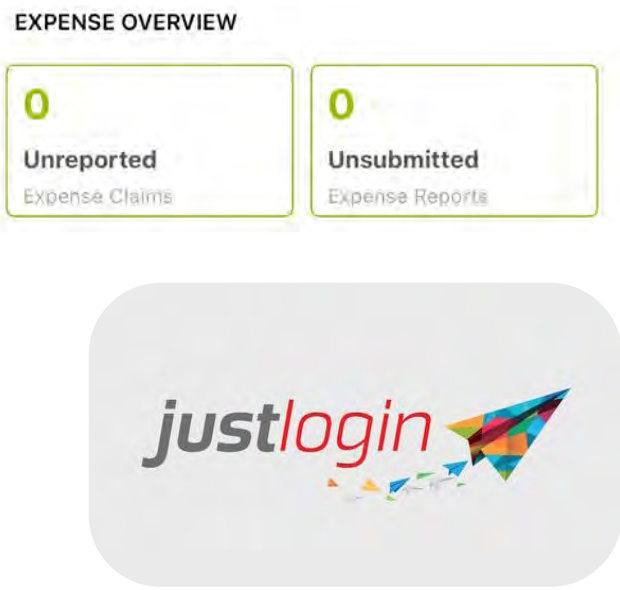


Corporate Services Initiatives

Automation of Reimbursement Process

The automation of the reimbursement process with JustExpense, soft-launched in November, transforms expense management by making it faster, more efficient, and paperless. The use of this software enhances transparency and convenience, allowing our staff to easily capture and submit expenses via the mobile app or web platform, eliminating manual paperwork.

Initially implemented within the Corporate Services Division, JustExpense will be expanded Company-wide in 2025. To support staff in transitioning smoothly to the new system, the Finance team has prepared a detailed user guide designed to make adoption as seamless as possible.

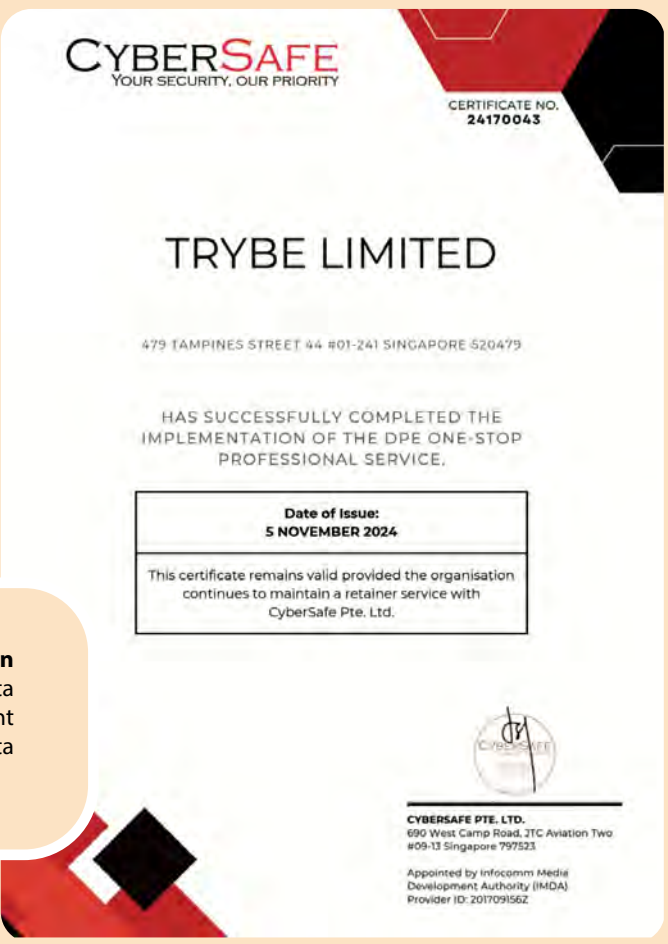


Data Protection Essentials Certification

In December 2024, the Company successfully completed the Data Protection Essentials with Data Security Instruction (DPE-DSI) programme, a national framework developed by the Personal Data Protection Commission (PDPC) and the Infocomm Media Development Authority (IMDA). This achievement highlights our ongoing commitment to data privacy and cybersecurity.

Our collaboration with CyberSafe, a cybersecurity consultancy firm that provides expert guidance and support to organisations in enhancing digital security posture, provided expert guidance and hands-on support throughout the implementation process. Additionally, ongoing risk assessments, audits, and training ensure we maintain compliance and remain prepared for future challenges. The Data Protection Officers (DPOs), working closely with the Technology & Infrastructure Department and CyberSafe, oversaw the successful rollout of the DPE-DSI programme.

This milestone underscores our proactive approach to data protection, reinforcing our commitment to regulatory compliance and building long-term trust with those we serve.



Trybe was awarded the **Data Protection Essentials Certification** in recognition of our compliance with key standards in data governance and cybersecurity. This affirms our ongoing commitment to safeguarding personal data and upholding responsible data management practices across our organisation.

Donor Management System (DMS) Lite

With the discontinuation of the long-serving ipcLink system, which had supported our donation management for many years, we successfully transitioned to DMS Lite in January. This new platform streamlines the tracking, management, and reporting of donations, aligning with our broader commitment to adopting technology that enhances operational efficiency and supports long-term sustainability.

The migration to DMS Lite was carried out smoothly, supported by expert training and guidance from iShine Cloud—a fellow charity dedicated to equipping non-profit organisations with integrated, cloud-based IT solutions tailored to the sector's needs.

We are confident this new system will further enhance our donation management processes and promote greater transparency and accountability moving forward.

Awarded Tripartite Standard (TS) in Grievance Handling

In addition to Tripartite Standard on Recruitment Practices and Tripartite Standard on Work Life Harmony, the Company was awarded Tripartite Standard on Grievance Handling in 2024, a significant recognition of our commitment to fair and progressive employment practices. This award, granted by the Ministry of Manpower (MOM), the Singapore National Employers Federation (SNEF), and the National Trades Union Congress (NTUC), reflects our dedication to fostering a workplace that prioritises fairness, equality, and respect for all employees.

Receiving the Tripartite Standard highlights our ongoing efforts to promote work-life harmony, fair compensation, and safe working conditions. We remain committed to continuously improving our practices and ensuring that our workplace is not only compliant with legal requirements but also sets a benchmark for excellence in employee relations.



Commitment to Fair and Equitable Compensation

In 2024, we conducted a comprehensive salary review as part of our ongoing commitment to fair and equitable compensation for all staff. The review took into account sector benchmarks and individual performance, ensuring that our team is fairly recognised for their contributions and in alignment with market standards. This initiative reflects our dedication to aligning compensation practices with our mission and values.

Introduction of Manager Handbook and Onboarding Programme

In August, we launched a comprehensive Manager Handbook as part of our continued commitment to equipping middle managers with the tools, knowledge, and support they need to succeed in their roles. This resource offers clear and practical guidance on core management practices, Company policies, and leadership expectations, helping managers approach their roles with confidence and alignment to our organisational values.

Alongside this, we introduced a structured onboarding programme for new managers. Designed to ease the transition into leadership roles, the programme provides essential context, promotes cultural alignment, and supports the development of key leadership capabilities.

Together, these initiatives form a critical part of our broader strategy to strengthen leadership across the Company. By investing in consistent resources and targeted support, we are fostering a culture where managers are empowered to lead effectively and contribute to our long-term success.



AWARDS AND CERTIFICATIONS



National Safety and Security Watch Group Award

Trybe was awarded the **National Safety and Security Watch Group Award** for our active collaboration with local authorities and community partners to strengthen safety and security measures within our service environments, ensuring safe spaces for the youth we serve.



MSF COVID-19 Resilience Certificate Award

Trybe was awarded the **MSF COVID-19 Resilience Certificate** by the Ministry of Social and Family Development for our unwavering commitment to continue supporting youth and families during the pandemic, while adapting services to meet evolving needs.



MSF Community Care Award

Trybe was awarded the **MSF Community Care Award** in recognition of our meaningful contributions to the social service sector. This honour reflects our steadfast dedication to empowering youth and building a more inclusive and caring community.



Charity Transparency Award

Trybe was awarded the **Charity Transparency Award**, a mark of excellence in governance and accountability. This award celebrates our efforts to uphold transparency and integrity in our financial and operational practices.

Trybe has been awarded the Charity Transparency Award for three consecutive years since 2022.



ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG)

As a Company committed to positive change and long-term impact, we recognise the growing importance of Environmental, Social, and Governance (ESG) practices in fostering sustainability and ensuring our operations align with the values we aim to promote in the communities we serve. While our ESG strategy is in the early stages of development, we have made significant strides in laying the foundation for future improvements. Below, we outline the ESG practices we have begun and the goals we have set to enhance our commitment in the coming years.

Environmental Practices

We are dedicated to reducing our environmental footprint and promoting sustainability within our operations and the communities we serve. In 2024, we have reinforced several key environmental practices including (i) waste reduction (ii) energy efficiency (iii) sustainable sourcing.

Social Practices

The Company's mission has always been rooted in social impact. We have continued to focus on creating positive change for the communities that we serve. In 2024, our key social initiatives include: (i) diversity and inclusion (ii) community engagement (iii) employee well-being.

Governance Practices

Good governance is at the core of our Company's operations, ensuring transparency, accountability, and ethical decision-making in all areas of our work. Our 2024 governance initiatives include: (i) transparency (ii) ethical leadership (iii) stakeholder engagement.

Looking Ahead

In 2025, we aim to:

1. Set clear ESG targets and metrics to track progress.
2. Expand environmental initiatives and sustainable practices.
3. Enhance services and governance to drive social change and accountability

We are committed to further developing our ESG practices in the years ahead and will continue to engage with our stakeholders to ensure that our actions reflect the values and impact we strive to achieve.



GOVERNANCE EVALUATION CHECKLIST

Trybe Limited /
(for the period January to December 2024)

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
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
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Partial Compliance	The Board regularly reviews the Charity's strategic plans to ensure alignment with our charitable purposes. However, we acknowledge that there is room for improvement in the evaluation and reporting of our activities' outcomes and impact, and we are working to strengthen this aspect moving forward.	1
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	Partial Compliance	There are documented plans in place for building the charity's capacity and capability. However, we recognise that monitoring the progress of these plans has been insufficient, and we are working to implement systems and processes for oversight and evaluation.	1
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		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity. a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: 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 oversees the finances, the Chairman will take on the role. 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. 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.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	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. For all Board members: 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. 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). 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.	2.8a 2.8b 2.8c	Yes		2
14	For Treasurer (or equivalent position) only: 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. 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 2.8.b.	2.9a	Yes		2

Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	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		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Partial Compliance	We have begun to take ESG factors into account when making decisions and carrying out our work. While we do not yet have a formal ESG strategy or monitoring process in place, we are committed to progressively strengthening our approach moving forward.	1
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		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Partial Compliance	We are actively identifying and reviewing key risks the Charity faces, but our approach is not yet as structured as it could be. We're working on implementing more formalised processes to better manage and mitigate these risks moving forward.	1
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 (AMLCFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finance; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Partial Compliance	Currently, not all activities are measured for impact. We recognise the need to track and assess all initiatives to better manage risks and ensure the Charity's long-term sustainability.	1
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		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes		2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil 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		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Partial Compliance	A Crisis Communications Plan is in place, and a preliminary draft of a Media Engagement Policy has been developed. However, the Media Communications component is still a work in progress and will need to be formalised to enhance and complete the current Communications Policy.	1

FINANCIAL INFORMATION

Reserves

	Current Year	Previous Year	% Increase / (Decrease)
Unrestricted funds (Reserves)	2,808,371	2,863,452	(2%)
Restricted			
- Building fund	0	0	-
- Bursary Fund	0	0	-
- Others	5,238,844	4,019,871	30%
Endowment Funds	0	0	-
Total Funds	8,047,215	6,883,323	17%
Ratio of Reserves to Annual Operating Expenditure*	0.80	0.93	(13%)
Note			
*Annual OPEX	3,495,542	3,088,533	13%

The Charity's reserves include unrestricted funds.

The Charity aims to build the level of reserves equivalent to 1.5 times of the annual operating expenditures (based on the average OPEX of the past three financial years).

The Charity adheres to donors' directives when utilising donated amounts, including but not limited to restrictions related to specific timeframes or events. Trybe's restricted funds, its purposes and balances are disclosed in the Notes to Financial Statements.

The Charity is committed to using its resources in a cost-effective and prudent manner.

Bankers

The Bankers to the Company are DBS Bank, OCBC Bank, Maybank, Hong Leong Finance and Bank of China.

Auditor

The independent external auditor for the Company is Baker Tilly TFW LLP.

Funding Sources

The Charity is financially supported by:

1. Government grants and fundings
2. Payments and proceeds from programmes and services rendered to clients
3. Donations

FINANCIAL STATEMENT

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited financial statements of the Company for the financial year ended 31 December 2024.

In the opinion of the directors:

- (i) the financial statements set out on pages 6 to 27 are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2024 and of the financial performance, changes in funds and cash flows of the Company for the financial year then ended in accordance with the provisions of the Companies Act 1967, Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

The directors in office at the date of this statement are:

Yap Hong Meng
Ingrid Christina Hanson
Wong Kee Yin
Ng Lok Man
Ho Hui Choo Jaime
Chin Yongwen, Jasmine
Abishek Mathew Abraham

Arrangement to enable directors to acquire benefits

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of any other body corporate.

Other matters

As the Company is limited by guarantee, and does not have share capital, matters relating to the issue of shares, debentures or share options are not applicable.

Trybe Limited

Independent auditor

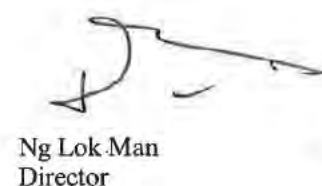
The independent auditor, Baker Tilly TFW LLP, has expressed its willingness to accept re-appointment.

On behalf of the directors



Wong Kee Yin
Director

16 May 2025



Ng Lok Man
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRYBE LIMITED

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Trybe Limited (the "Company") as set out on pages 6 to 27, which comprise the statement of financial position as at 31 December 2024, and the statement of financial activities, statement of changes in funds and statement of cash flows for the financial year then ended, and notes to the financial statements, including a material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Company as at 31 December 2024 and the financial performance, changes in funds and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement as set out on page 1 and the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Baker Tilly TFW LLP (trading as Baker Tilly) is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.

Baker Tilly TFW LLP (Registration No. T10LL1485G) is an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act (Chapter 163A).

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRYBE LIMITED (cont'd)

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements (cont'd)

Responsibility of the Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act, Charities Act and Regulations and FRSSs, and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRYBE LIMITED (cont'd)

(A company limited by guarantee and not having a share capital)

Report on the Audit of the Financial Statements (cont'd)

Auditor's Responsibility for the Audit of the Financial Statements (cont'd)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required to be kept by the Company have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the financial year:

- the Company has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and
- the Company has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.



Baker Tilly TFW LLP
Public Accountants and
Chartered Accountants
Singapore

16 May 2025

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

STATEMENT OF FINANCIAL ACTIVITIES
For the financial year ended 31 December 2024

	Note	Unrestricted fund \$	Restricted funds \$	Total 2024 \$	Total 2023 \$
Revenue					
Donations	3	230,836	331,000	561,836	136,002
Donations-in-kind		4,490	6,193	10,683	—
CTS income (net of subsidies)		109,100	(82,100)	27,000	28,800
Grants received					
- BNP Help2help		5,602	—	5,602	—
- Tote board		250,000	—	250,000	—
- NCSS 4ST Partnership Fund		—	289,743	289,743	—
- Singapore Boys' Hostel		—	3,268,665	3,268,665	2,334,192
- Tech Booster		—	(34,373)	(34,373)	—
- Enhanced Volunteer Manager Funding Scheme	15	—	—	—	(12,581)
- Bridge to Employment Grant		—	19,927	19,927	29,243
- President's Challenge 2021		—	30,071	30,071	283,284
- President's Challenge 2022		—	—	—	34,006
- President's Challenge 2024		—	13,142	13,142	—
- Project Back-to-Basics		—	—	—	13,710
- CAMP		—	—	—	(13,972)
- LOI		—	20,000	20,000	—
Interest income		59,559	67,362	126,921	106,232
Other income		45,189	25,028	70,217	55,797
		704,776	3,954,658	4,659,434	2,994,713
Less expenses					
Programme and project cost of sales		21,516	297,423	318,939	220,049
Depreciation	5	—	54,703	54,703	54,865
Amortisation of deferred expenditure	6	—	60,344	60,344	51,794
Plant and equipment expensed off		18,215	10,896	29,111	33,479
Rental expense		18,524	5,421	23,945	23,811
Repair and maintenance		6,022	3,379	9,401	8,578
Staff costs	4	1,039,626	1,514,555	2,554,181	2,334,861
Other expenses		170,083	274,835	444,918	361,096
		1,273,986	2,221,556	3,495,542	3,088,533
Net (deficit)/ surplus for the financial year	28(b)	(569,210)	1,733,102	1,163,892	(93,820)

The accompanying notes form an integral part of these financial statements.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

STATEMENT OF FINANCIAL POSITION
At 31 December 2024

	Note	2024 \$	2023 \$
Non-current assets			
Plant and equipment	5	83,556	138,259
Deferred expenditure	6	37,816	98,160
		121,372	236,419
Current assets			
Prepayments		32,239	56,430
Other receivables	7	68,552	107,395
Fixed deposits		4,054,575	3,903,542
Bank and cash balances		4,025,900	3,128,801
		8,181,266	7,196,168
Total assets		8,302,638	7,432,587
Current liabilities			
Trade payables		58,248	63,944
Deferred donation	8	—	180,000
Accrued expenses	9	197,175	305,320
		255,423	549,264
Net assets		8,047,215	6,883,323
Funds			
Unrestricted Fund			
Accumulated Fund		2,808,371	2,863,452
Restricted Funds			
Aftercare	10	—	29,741
President's Challenge	11	13,142	92,012
Octava	12	9,056	12,401
Singapore Boys' Hostel	13	4,622,171	3,582,193
Project Back-to-Basics	14	17,304	43,471
Tech Booster	16	92,059	217,185
Bridge to Employment Grant	17	—	165
NIKE Fund	22	2,222	6,524
Hyatt Community Fund	23	32,843	36,179
NCSS 4ST Partnership Fund	24	187,585	—
NTUC	25	122,030	—
HSBC	26	124,250	—
LOI	27	16,182	—
Total Funds		8,047,215	6,883,323

The accompanying notes form an integral part of these financial statements.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 December 2024

	Unrestricted Fund	←──																	
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The accompanying notes form an integral part of these financial statements.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

STATEMENT OF CASH FLOWS**For the financial year ended 31 December 2024**

	2024 \$	2023 \$
Cash flows from operating activities		
Net surplus/(deficit) for the financial year	1,163,892	(93,820)
Adjustments for:		
Depreciation of plant and equipment	54,703	54,865
Amortisation of deferred expenditure	60,344	51,794
Interest income	(126,921)	(106,232)
Operating cash flows before movements in working capital	1,152,018	(93,393)
Receivables and prepayments	63,034	(26,532)
Payables and deferred donation	(293,841)	294,206
Cash generated from operations	921,211	174,281
Interest received	126,921	106,232
Net cash generated from operating activities	1,048,132	280,513
Cash flows used in investing activities		
Payment for customisation of management systems	—	(26,828)
Net cash used in investing activities	—	(26,828)
Net increase in cash and cash equivalents	1,048,132	253,685
Cash and cash equivalents at beginning of the financial year	7,032,343	6,778,658
Cash and cash equivalents at end of the financial year (Note A)	8,080,475	7,032,343
Note A		
Cash and cash equivalents comprise:		
Fixed deposits	4,054,575	3,903,542
Bank and cash balances	4,025,900	3,128,801
	8,080,475	7,032,343

The accompanying notes form an integral part of these financial statements.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

NOTES TO THE FINANCIAL STATEMENTS**For the financial year ended 31 December 2024**

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1 Corporate information

Trybe Limited (the “Company”) (Co. Reg. No.199507763G) is incorporated and domiciled in Singapore. The address of its registered office is at Blk 479, Tampines Street 44, #01-241, Singapore 520479. The operations of the Singapore Boys’ Hostel is at 149 Compassvale Bow, Singapore 544690.

The principal activities of the Company are to relieve the distress and hardship, and to promote the welfare of children in Singapore.

The Company is an approved Institution of a Public Character under the Income Tax Act 1947.

Each member of the Company has undertaken to contribute such amount not exceeding \$100 to the assets of the Company in the event the Company is wound up and the monies are required for payment of the liabilities of the Company. The Company has 5 members (2023: 5 members) at the balance sheet date.

The memorandum and articles of the Company restricts the use of fund monies to the furtherance of the objects of the Company. They prohibit the payment of dividend to members.

2 Material accounting policies**a) Basis of preparation**

The financial statements, expressed in Singapore dollar (“\$”) which is the Company’s functional currency, have been prepared in accordance with the provisions of the Companies Act 1967, the Charities Act 1994 and other relevant regulations and Financial Reporting Standards in Singapore (“FRSs”). The financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with FRSs requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management’s best knowledge of current events and actions and historical experiences and various other factors that are believed to be reasonable under the circumstances, actual results may ultimately differ from those estimates.

Use of estimates and judgements

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. There were no significant judgement and estimate made during the year.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

2 Material accounting policies (cont'd)**a) Basis of preparation (cont'd)***Use of estimates and judgements (cont'd)*

The carrying amounts of fixed deposits, bank and cash balances, other receivables and trade payables and accrued expenses approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

New and revised standards that are adopted

In the current financial year, the Company has adopted all the new and revised FRSs and Interpretations of FRSs ("INT FRSs") that are relevant to their operations and effective for the current financial year. Changes to the Company's accounting policies have been made as required, in accordance with the transitional provisions in the respective FRSs and INT FRSs.

The adoption of these new and revised FRSs and INT FRSs did not have any material effect on the financial results or position of the Company.

New and revised standards not yet effective

New standards, amendments to standards and interpretations that have been issued at the end of the reporting period but are not yet effective for the financial year ended 31 December 2024 have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company except as disclosed below:

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 will replace FRS 1 *Presentation of Financial Statements* for annual reporting period beginning on or after 1 January 2027, with earlier application permitted. It requires retrospective application with specific transition provisions.

The new standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present subtotals and totals for "operating profit", "profit or loss before financing and income taxes", and "profit or loss" in the statement of profit or loss.
- Management-defined performance measures (MPMs) are disclosed in a single note within the financial statements. This note includes details on how the measure is calculated, the relevance of the information provided to users, and a reconciliation to the most comparable subtotal specified by the FRSs.
- Enhanced guidance on aggregating and disaggregating information in financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Company is in the process of assessing the impact of the new standard on the primary financial statements and notes to the financial statements.

b) Income recognition

Income is recognised to the extent that it is probable that the economic benefits associated with the transaction will flow to the entity, and the amount of income and related cost can be reliably measured.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

2 Material accounting policies (cont'd)**b) Income recognition (cont'd)**

- Income from programmes and services are recognised when programmes and services are conducted. The Company has the right to the income from the programmes and services and in an amount that corresponds directly with the provisions of the services over the period of programmes and services. Accordingly, the income are recognised over time over the period of the programmes and services.
- Donations are recognised on a receipt basis except if the donation is received in advance and specifically for a project which has not commenced during the financial year. Such donations are deferred and recognised as income when the project has commenced.
- Subventions and grants from government organisations are recognised only when there is reasonable assurance that the Company has complied with the conditions of the subventions and grants and the subventions and grants will be received. Such subventions and grants are recognised on an accrual basis. Subventions and grants recognised in the statement of comprehensive income are calculated based on the funding principles of the relevant government organisations. Subsequent adjustments to the subventions and grants, upon finalisation by the relevant government organisations, are recognised in the statement of comprehensive income as adjustment to prior years' grants.
- Interest income is recognised on a time proportion basis using the effective interest method.

c) Plant and equipment

Depreciation is calculated on a straight-line basis to allocate the depreciable amount of the plant and equipment over their expected useful lives. The estimated useful lives are as follows:

	Number of years
Furniture and fittings	5
Office equipment	5
Computers	3
Renovation	5

d) Financial assets

Financial assets include fixed deposits, bank and cash balances and other receivables. Financial assets are initially measured at fair value plus transaction costs that are directly attributable to the acquisition of financial assets (other than financial assets at fair value through profit or loss). Transaction costs directly attributable to acquisition of financial assets at fair value through profit or loss are recognised immediately in profit or loss. These are subsequently measured at amortised cost based on the Company's business model for managing the asset and cash flow characteristics of the asset.

e) Financial liabilities

Financial liabilities, which comprise trade payables, other payables and accrued expenses (excluding provision for employee leave) are initially measured at fair value plus directly attributable transaction costs, and are subsequently measured at amortised cost, using the effective interest method.

A financial liability is derecognised when the obligation under the liability is extinguished. Gains and losses are recognised in profit or loss when the liabilities are derecognised and through the amortisation process.

TRYBE LIMITED

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2 Material accounting policies (cont'd)**f) Funds**

Income and expenditure relating to the various specific funds specifically set up are taken directly to these funds. All other income and expenditure are reflected in unrestricted fund.

Unless specifically indicated, fund balances are not represented by any specific assets but are represented by all assets of the Company.

g) Taxation

As a charity, the Company is exempt from tax on income and gains falling within Section 13(1)(zm) of the Income Tax Act 1947 to the extent that these are applied to its charitable objects. No tax charges have arisen for the Company during the financial year.

h) Deferred expenditure

Deferred expenditure, representing customisation cost of management systems, are amortised over the period of usage of the management systems of 3 years.

3 Donations

	2024 \$	2023 \$
Tax deductible donations received	339,038	109,323
Non-tax-deductible donations received	222,798	26,679
	561,836	136,002

The Company enjoys a concessionary tax treatment whereby qualifying donors are granted 2.5 times tax deduction for the donations made to the Company. The Company's Institutions of a Public Character ("IPC") status is for the period from 1 September 2022 to 31 August 2025.

4 Staff costs

	2024 \$	2023 \$
Salaries, bonus and other benefits	2,197,956	2,005,718
CPF	330,613	306,310
Others	25,612	22,833
	2,554,181	2,334,861

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

5 Plant and equipment

	Furniture and fittings \$	Office equipment \$	Computers \$	Renovation \$	Total \$
2024					
Cost					
At 1.1.2024	60,629	292,543	16,260	194,528	563,960
Written off	(54,499)	(20,643)	(14,805)	(5,230)	(95,177)
At 31.12.2024	6,130	271,900	1,455	189,298	468,783
Accumulated depreciation					
At 1.1.2024	60,629	154,608	15,936	194,528	425,701
Depreciation charge	—	54,379	324	—	54,703
Written off	(54,499)	(20,643)	(14,805)	(5,230)	(95,177)
At 31.12.2024	6,130	188,344	1,455	189,298	385,227
Net carrying amount	—	83,556	—	—	83,556
Comprise:					
Tech Booster Fund (Note 16)	—	83,556	—	—	83,556
2023					
Cost					
At 1.1.2023 and 31.12.2023	60,629	292,543	16,260	194,528	563,960
Accumulated depreciation					
At 1.1.2023	60,629	100,228	15,451	194,528	370,836
Depreciation charge	—	54,380	485	—	54,865
At 31.12.2023	60,629	154,608	15,936	194,528	425,701
Net carrying amount	—	137,935	324	—	138,259
Comprise:					
Tech Booster Fund (Note 16)	—	137,935	324	—	138,259

Depreciation was charged as follows:

	2024 \$	2023 \$
Tech Booster Fund (Note 16)	54,703	54,865

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

6 Deferred expenditures

	2024 \$	2023 \$
Cost		
At 1 January	181,033	135,005
Transfer from prepayment	—	19,200
Addition	—	26,828
At 31 December	181,033	181,033
Accumulated amortisation		
At 1 January	82,873	31,079
Amortisation charge	60,344	51,794
At 31 December	143,217	82,873
Net carrying amount		
At 31 December	37,816	98,160

Deferred expenditure represents customisation cost of the management systems.

Amortisation was charged as follows:

	2024 \$	2023 \$
Project Back-to-Basics (Note 14)	25,000	18,906
Tech Booster Fund (Note 16)	35,344	32,888
	60,344	51,794

7 Other receivables

	2024 \$	2023 \$
Other receivables	54,513	89,056
Refundable deposits	14,039	18,339
	68,552	107,395

8 Deferred donation

Deferred donation pertains to funding received from NTUC where a fund is set up in 2024 to provide subsidised counselling and therapy sessions to youths aged between 12 and 25 years old from low and middle-income households to improve their mental and emotional well-being, through an integrative, trauma-informed and youth-centric approach delivered by our team of counsellors. The fund officially launched in January 2024 (Note 25).

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

9 Accrued expenses

	2024 \$	2023 \$
Accrued expenses	159,003	268,002
Provision for employee unutilised leave	38,172	37,318
	197,175	305,320

10 Restricted Fund - Aftercare

	2024 \$	2023 \$
Balance at beginning of financial year	29,741	150,695
Expenditure for the financial year	(29,741)	(90,354)
Deficit for the financial year	(29,741)	(90,354)
Transfer to Accumulated Fund for shared service expenses	—	(30,600)
Balance at end of financial year	—	29,741
Included in expenditure are the following staff costs:		
Salaries and other benefits	22,284	70,187
CPF	3,942	11,937
Others	90	189
	26,316	82,313

The expenditure is stated after elimination of shared services expenses of \$Nil (2023: \$9,000). The corresponding income was recorded in the General Fund under Corporate Services.

The fund balance after cumulative shared services expenses of \$Nil (2023: \$30,600) is \$Nil (2023: \$29,741). During the previous financial year ended 31 December 2023, the Company transferred the cumulative shared service expenses of \$30,600 to accumulated fund with the remaining fund balance of \$29,741 attributed to an individual's donation. The fund was fully utilised in the current financial year.

This fund is set up for a programme targeted at the ex-youth offenders, purpose of which is to ensure that there is a smooth transition for the youths from the institutions to their respective community, and to reduce the potential of re-offending.

TRYBE LIMITED

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11 Restricted Fund - President's Challenge

	2024 \$	2023 \$
Balance at beginning of financial year	92,012	(5,612)
Grants	43,213	317,290
Expenditure for the financial year	(262,682)	(219,666)
(Deficit)/surplus for the financial year	(219,469)	97,624
Transfer from Accumulated Fund	140,599	—
Balance at end of financial year	13,142	92,012
Included in expenditure are the following staff costs:		
Salaries and other benefits	216,460	178,273
CPF	35,547	31,083
Others	479	423
	252,486	209,779

This fund is set up for the supported programmes and areas approved by President's Challenge.

As at 31 December 2024, the fund balance of \$13,142 under President's Challenge 2024 is set up to support the renovation of existing office and purchase of furniture and equipment for counselling and therapy service.

12 Restricted Fund - Octava

	2024 \$	2023 \$
Balance at beginning of financial year	12,401	13,801
Expenditure for the financial year	(3,345)	(1,400)
Deficit for the financial year	(3,345)	(1,400)
Balance at end of financial year	9,056	12,401

This fund is set up to support Short-term Financial Support ("STFS") Programme.

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

13 Restricted Fund - Singapore Boys' Hostel

	2024 \$	2023 \$
Balance at beginning of financial year	3,582,193	5,508,875
Grants	3,268,665	2,334,192
Other income	25,028	7,960
Donations	6,193	—
Interest income	67,362	57,980
Expenditure for the financial year	(1,680,337)	(1,330,064)
Surplus for the financial year	1,686,911	1,070,068
Transfer to Accumulated Fund for shared service expenses	(646,933)	(2,996,750)
Balance at end of financial year	4,622,171	3,582,193
Included in expenditure are the following staff costs:		
Salaries and other benefits	979,473	830,540
CPF	164,153	139,183
Others	3,351	2,483
	1,146,977	972,206

This fund is set up for running the programme that serves male probationers, ages 12 - 21 years old, toward success through restorative coaching, constructive engagement, community re-integration, in a therapeutic environment.

Shared service expenses of \$646,933 (2023: \$563,328) has been charged to this fund.

During the financial year, the Company transferred shared service expenses of \$646,933 (2023: \$2,996,750) to accumulated fund.

14 Restricted Fund - Project Back-to-Basics

	2024 \$	2023 \$
Balance at beginning of financial year	43,471	47,500
Grants	—	13,710
Other income	—	1,167
Expenditure for the financial year	(1,167)	—
Amortisation (Note 6)	(25,000)	(18,906)
Deficit for the financial year	(26,167)	(4,029)
Balance at end of financial year	17,304	43,471

TRYBE LIMITED

(A company limited by guarantee and not having share capital)

14 Restricted Fund - Project Back-to-Basics (cont'd)

This fund is set up to support Social Workers, Case Workers, and Youth Workers to increase their professional capacity and capability through streamlining of processes, redesigning of jobs, and technology adoption to serve the clients better and faster.

15 Restricted Fund - Enhanced Volunteer Manager Funding Scheme

	2024 \$	2023 \$
Balance at beginning of financial year	–	12,581
Fund refund	–	(12,581)
Deficit for the financial year	–	(12,581)
Balance at end of financial year	–	–

This fund was set up for the hiring of a Partnership Manager who will focus on (i) enhancing the Company's community and volunteer engagement strategies, and (ii) strengthening the Company's overall strategic planning function. During the financial year ended 31 December 2023, the Company closed the fund as it does not intend to continue the programme.

16 Restricted Fund - Tech Booster

	2024 \$	2023 \$
Balance at beginning of financial year	217,185	305,139
Fund returned to NCSS	(34,373)	–
Expenditure for the financial year	(706)	(201)
Depreciation charge (Note 5)	(54,703)	(54,865)
Amortisation (Note 6)	(35,344)	(32,888)
Deficit for the financial year	(125,126)	(87,954)
Balance at end of financial year	92,059	217,185

This fund is set up for the deployment of 3 different technologies that aimed to increase the efficiency and effectiveness of operations at the Singapore Boys' Hostel.

TRYBE LIMITED

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17 Restricted Fund - Bridge to Employment Grant

	2024 \$	2023 \$
Balance at beginning of financial year	165	8,880
Grants	19,927	29,243
Expenditure for the financial year	(20,092)	(37,958)
Deficit for the financial year	(165)	(8,715)
Balance at end of financial year	–	165
Included in expenditure are the following staff costs:		
Salaries and other benefits	–	28,447

This fund is set up to provide monthly school-based engagement to 30 Secondary School students for a period of 3 years. During the financial year ended 31 December 2024, this fund was closed.

18 Restricted Fund - ACI Trampoline Fund

	2024 \$	2023 \$
Balance at beginning of financial year	–	10,763
Expenditure for the financial year	–	(10,763)
Deficit for the financial year	–	(10,763)
Balance at end of financial year	–	–
Included in expenditure are the following staff costs:		
Salaries and other benefits	–	9,776
CPF	–	876
Others	–	13
	–	10,665

This fund was set up for the engagement of 14 youths under the Building Eco-System ("BES") service to assist in their completion of internship, industry related certification and securing employment successfully. During the financial year ended 31 December 2023, this fund was closed.

TRYBE LIMITED

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19 Restricted Fund - Bluestar

	2024 \$	2023 \$
Balance at beginning of financial year	–	7,439
Expenditure for the financial year	–	(7,439)
Deficit for the financial year	–	(7,439)
Balance at end of financial year	–	–
Included in expenditure are the following staff costs:		
Salaries and other benefits	–	6,771
CPF	–	660
Others	–	8
	–	7,439

The fund was set up to provide counselling services for youth experiencing mental health symptoms using Choice Theory & Reality Therapy approach. During the financial year ended 31 December 2023, the Company closed the fund as it does not intend to continue the programme.

20 Restricted Fund - CAMP

	2024 \$	2023 \$
Balance at beginning of financial year	–	246,081
Grants	–	90,455
Expenditure for the financial year	–	(127,169)
Grants to be returned to MSF	–	(104,427)
Surplus/(deficit) for the financial year	–	(141,141)
Transfer to Accumulated Fund for shared service expenses	–	(104,940)
Balance at end of financial year	–	–
Included in expenditure are the following staff costs:		
Salaries and other benefits	–	96,352
CPF	–	16,541
Others	–	263
	–	113,156

This fund was set up to operate the pilot run of the mentoring programme for ITE premature school leavers. The expenditure was stated after elimination of shared services expenses of \$Nil (2023: \$47,700). The corresponding income was recorded in the General Fund under Corporate Services.

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20 Restricted Fund - CAMP (cont'd)

During the financial year ended 31 December 2023, the fund balance after cumulative shared services expenses of \$104,490 was \$Nil. The remaining unutilised grants of \$104,427 pertaining to funds received for the mentoring programme for ITE premature school leavers which had ended in October 2023 was returned to MSF. Hence, the Company transferred the cumulative shared service expenses of \$104,490 to accumulated fund as the Company closed the fund and it does not intend to continue the programme.

21 Restricted Fund - CCCSF Fund

	2024 \$	2023 \$
Balance at beginning of financial year	–	–
Grants	–	50,000
Grants to be returned to NCSS	–	(50,000)
Surplus for the financial year	–	–
Balance at end of financial year	–	–

The Community Chest Charity Support Fund (“CCCSF”) was set up for the improvement of alignment to the NCSS service standard for the Chrysalis, OASYS and GRYT programmes.

During the financial year ended 31 December 2023, the remaining unutilised grants of \$50,000 pertaining to funds received for the Chrysalis, OASYS and GRYT programmes which had ended in June 2023 was returned to NCSS. The Company closed the fund as it does not intend to continue the programme.

22 Restricted Fund - NIKE Fund

	2024 \$	2023 \$
Balance at beginning of financial year	6,524	26,908
Expenditure for the financial year	(4,302)	(20,384)
Deficit for the financial year	(4,302)	(20,384)
Balance at end of financial year	2,222	6,524
Included in expenditure are the following staff costs:		
Salaries and other benefits	–	2,000
CPF	–	340
Others	–	5
	–	2,345

This fund is set up for the purpose of support and inspire youths facing adversities.

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23 Restricted Fund - Hyatt Community Grants Fund

	2024 \$	2023 \$
Balance at beginning of financial year	36,179	39,709
Expenditure for the financial year	(3,336)	(3,530)
Deficit for the financial year	(3,336)	(3,530)
Balance at end of financial year	32,843	36,179

This fund is set up to provide stipends for youth enrolled in the career coaching and job training programme.

24 Restricted Fund – NCSS 4ST Partnership Fund

	2024 \$	2023 \$
Balance at beginning of financial year	–	–
Grants	289,743	–
Expenditure for the financial year	(94,363)	–
Surplus for the financial year	195,380	–
Transfer to Accumulated Fund for shared service expenses	(7,795)	–
Balance at end of financial year	187,585	–
Included in expenditure are the following staff costs:		
Salaries and other benefits	75,672	–
CPF	12,892	–
Others	211	–
	88,775	–

This fund is set up to provide case management, counselling, and a community-building approach in supporting the youths in need of reintegration support, ensuring a smooth transition from residential home back into the community.

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25 Restricted Fund - NTUC

	2024 \$	2023 \$
Balance at beginning of financial year	–	–
Donations	180,000	–
Expenditure for the financial year	(57,970)	–
Surplus for the financial year	122,030	–
Balance at end of financial year	122,030	–

This fund is set up to provide accessible counselling and therapy services and increase awareness of mental wellbeing.

26 Restricted Fund - HSBC

	2024 \$	2023 \$
Balance at beginning of financial year	–	–
Donations	151,000	–
Expenditure for the financial year	(26,750)	–
Surplus for the financial year	124,250	–
Balance at end of financial year	124,250	–

This fund is set up to reach and support therapy sessions for youths under the WellYES! Campaign. The fund utilisation plan will be channelled to outreach expenditure and subsidy fund to provide fully subsidised sessions for youths from Out of Home Care sector, i.e., residing in or recently discharged from a Children's Home or under Foster Care.

27 Restricted Fund - LOI

	2024 \$	2023 \$
Balance at beginning of financial year	–	–
Grants	20,000	–
Expenditure for the financial year	(3,818)	–
Surplus for the financial year	16,182	–
Balance at end of financial year	16,182	–

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27 Restricted Fund - LOI (cont'd)

This fund is set up to train and engage youth participants under the Lens of Identity programme to support youths in career exploration.

28 Related party transactions

- a) In addition to information disclosed elsewhere in the financial statements, the following transactions took place between the Company and related parties during the year on terms agreed between the parties concerned:

	2024 \$	2023 \$
Key management personnel		
- Salaries, bonus and other benefits	451,722	371,435
- CPF	63,095	51,710
- Others	817	721
	<u>515,634</u>	<u>423,866</u>

Key management personnel are persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly.

The above remuneration is paid to 4 (2023: 4) key management personnel of the Company. The directors of the Company are volunteers and they did not receive any remuneration from the Company during the financial year.

b) Recharge of shared services income and expense

Certain costs for corporate functions are recharged to its various programmes namely Singapore Boys' Hostel, NCSS 4ST Partnership Fund and CAMP ("shared services"). The shared services amount recharged to various programmes amounted to \$654,728 (2023: \$620,028) for the financial year. This recharge is eliminated from income of accumulated fund and expenditure of the respective restricted funds in presenting the Company's financial statements, and a corresponding fund transfer is made from the respective funds to accumulated fund to account for the shared services amount charged.

29 Financial instruments**a) Categories of financial instruments**

Financial instruments at their carrying amounts at the end of the financial year are as follows:

	2024 \$	2023 \$
<i>Financial assets</i>		
Financial assets at amortised cost	<u>8,149,027</u>	<u>7,139,738</u>
<i>Financial liabilities</i>		
Financial liabilities at amortised cost	<u>217,251</u>	<u>331,946</u>

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29 Financial instruments (cont'd)**b) Financial risk management**

The Company's risk management is determined and carried out by the directors on an informal basis. The Company is not exposed to foreign currency risk. The Company is exposed to the following risks:

Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Company's maximum exposure to credit risk is represented by the carrying amount of financial assets as set out in Note 29(a). The Company has no significant concentration of credit risk. Fixed deposits and bank and cash balances are placed in banks and financial institutions with good credit ratings.

The Company trades only with recognised and creditworthy third parties. It is the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, debtors' balances are monitored on an ongoing basis with the result that the Company's exposure to bad debts is not significant.

The following sets out the Company's internal credit evaluation practices and basis for recognition and measurement of expected credit losses ("ECL"):

Description of evaluation of financial assets	Basis for recognition and measurement of ECL
Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
Contractual payments are more than 30 days past due or where there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
Contractual payments are more than 90 days past due or there is evidence of credit impairment	Lifetime ECL - credit-impaired
There is evidence indicating that the Company has no reasonable expectation of recovery of payments such as when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.	Write-off

Credit risk exposure in relation to financial assets at amortised costs as at 31 December 2024 and 31 December 2023 is insignificant, and accordingly no credit loss allowance is recognised as at 31 December 2024 and 31 December 2023.

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Company's objective is to maintain a balance between continuity of funding and subsidies from the government.

The financial liabilities (excluding provision for employee unutilised leave) of the Company as presented in the balance sheet date are due within 12 months from the balance sheet date and approximate the contractual undiscounted payments.

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29 Financial instruments (cont'd)

b) Financial risk management (cont'd)

Interest rate risk

The Company's income and operating cash flows are substantially independent of changes in market interest rates. The Company has no significant variable interest rate-bearing assets or liabilities.

c) Fair values

The carrying amounts of the financial assets and financial liabilities approximate their fair values.

30 Fund management

The Company's objectives when managing its capital are to safeguard and to maintain adequate working capital to continue as going concern. The Company's capital comprises its funds as presented on the balance sheet.

No changes were made to the fund management objectives and policies for the financial years ended 31 December 2024 and 31 December 2023.

31 Authorisation of financial statements

The financial statements of the Company for the financial year ended 31 December 2024 were authorised for issue in accordance with a resolution of the directors dated 16 May 2025.



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