

Write-up on Outgoing and Incoming Chairmen, Singapore Totalisator Board

 Mrs Mildred Tan 沈明媚 Outgoing Chairman, Singapore Totalisator Board	Mrs Mildred Tan served as Chairman of Tote Board from 1 January 2021. During her tenure, she significantly strengthened Tote Board's contributions to Singapore's social and community initiatives, with annual grant disbursements increasing by 16% to more than \$550 million. Mrs Tan steered Tote Board to adopt an outcome-driven approach to creating social impact, developing a comprehensive Impact Measurement Framework with a strong emphasis on fostering accountability, effectiveness and sustainability of funded initiatives. This included the funding of pioneering programmes such as KeyStart, which helped young families overcome obstacles to home ownership, and the Heat Resilience programme, which supported vulnerable households in managing the effects of climate change. Tote Board also launched the Better Everyday sub-brand in January 2025 under her leadership, further strengthening the identity of Tote Board's grantmaking work. Mrs Tan provided critical guidance to the Singapore Turf Club during the closure of their operations, helping facilitate a coordinated and orderly closure with an emphasis on responsible governance, consideration of diverse stakeholders' interests and the preservation of the Club's legacy. Her tenure also saw renewed oversight and governance of Singapore Pools following the introduction of the Gambling Regulatory Authority Act and the Gambling Control Act in 2022. In parallel, she championed digital transformation and organisational capability building, positioning Tote Board to respond effectively to evolving needs.
 Professor Lily Kong 江莉莉 Incoming Chairman, Singapore Totalisator Board	Professor Lily Kong is President of Singapore Management University, the first Singaporean to head SMU, and the first Singaporean woman to lead any university in Singapore. An internationally recognised scholar in geography and urban studies, her areas of expertise include urban transformation, cultural policy, creative economies, social cohesion, ageing and higher education. Her research has earned her international recognition – she is ranked among the top 2% of scientists in her field, has been elected a Fellow of the British Academy and Geographical Society of China, and has been conferred the Victoria Medal from the Royal Geographical Society and the Robert Stoddard Award from the American Association of Geographers. Beyond academia, Professor Kong has served on Singapore's Public Service Commission since 2009 and holds leadership and advisory roles across various national and international institutions. She has also received numerous professional and public service distinctions, including the CASE Asia-Pacific Leadership Award (2026) and the Business Times-UOB Sustainability Impact Awards' Impact Leader of the Year (2025). She was inducted into the Singapore Women's Hall of Fame and has received national honours including the Public Administration Medal (Silver), Public Service Star and Ministry of National Development Medallion.