



SERANGOON GARDENS COUNTRY CLUB

*Annual Report
2014 - 2015*





Vision

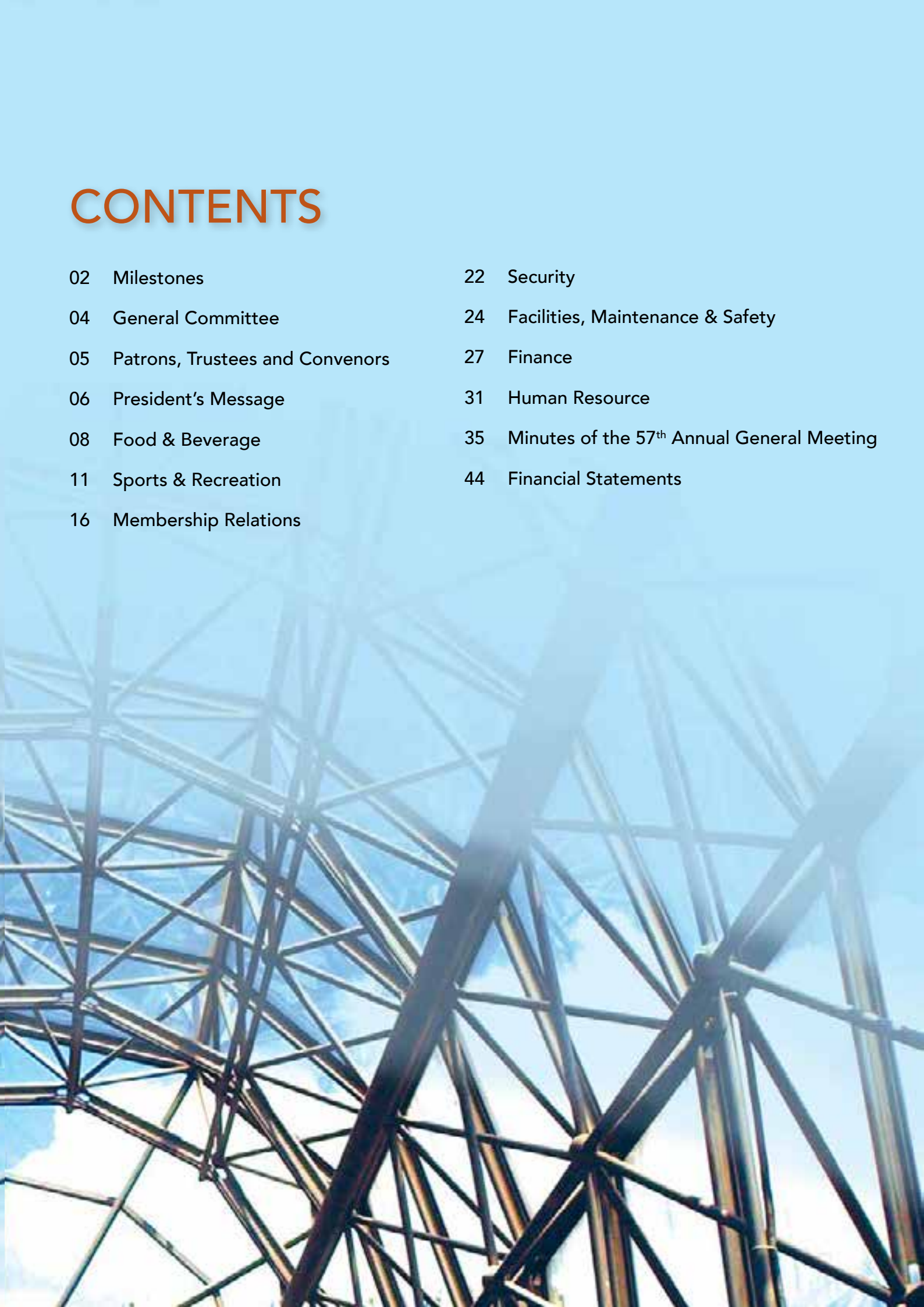
To be Singapore's best family club for recreational and social activities

Mission

Exceed members' expectations with a wide range of activities and excellent service, offering members and their families and guests a satisfying experience at the Club

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1955

Established on 29 April 1955 by Mr Steven Charles (S.C.) Macey, Serangoon Gardens Country Club was initially known as Serangoon Garden Sports Club



1956

Official opening of Serangoon Garden Sports Club on 10 March 1956



1981

The Club was redeveloped to form Serangoon Gardens Country Club, under the foresight of Dr Lau Teik Soon (Member of Parliament, 1976 to 1996 for Serangoon Gardens and Thomson GRC)



1983

Construction of the 3-storey Main Clubhouse building, the Olympic-sized swimming pool and the Palm Wing



1986

Official opening of the Main Clubhouse and the Palm Wing



1994

The Heliconia Wing was completed



2005 The Club celebrated its 50th Anniversary



2008 The Main Clubhouse's right wing was torn down and rebuilt into a 3-storey wing



2009 Official opening of the Main Clubhouse's 3-storey wing, known as the New Wing



2010

The 500-seater Kensington Ballroom was constructed on the second level of the Heliconia Wing



2012 The Main Lobby was given a facelift, the Sports Bar was converted to the Crossroads Lounge and The Hangout was created



2015

The Club celebrates its diamond jubilee this year



Mr Randy Sng Yong Hoe
President
Chairperson – Projects & Tender
Chairperson – Human Resource



Mr Kevin Kwek Chok Yen
Vice-President
Chairperson - Sports & Recreation



Mr Bob Mong Tiang Seng
Honorary Secretary
Chairperson - Membership
Chairperson - Maintenance & Safety
Deputy Chairperson – Food &
Beverage (Banquet)



Mr Koh Jin Kit
Honorary Treasurer
Chairperson - Finance &
Purchasing



Dr Edmond Tan Chok Jueh
Assistant Honorary Secretary



Mr Peter Chia Kwang Hai
Assistant Honorary Treasurer
Chairperson – Security &
Disciplinary



Mr Foo Maw Shen



Ms Serena Goh Mui Hoon



Mr Frederick Kang Hong Chee
Deputy Chairperson – Food & Beverage
(Entertainment)
Deputy Chairperson – Sports & Recreation



Mr Gilbert Low Teck Hian
Deputy Chairperson – Sports & Recreation



Mr Lee Say Yeow
Chairperson – Food & Beverage



Ms Janet Yeong Mei Heng
Chairperson – Service Excellence

Patrons



Mr Goh Chok Tong
Patron-In-Chief
Emeritus Senior Minister



Mr George Yeo
Patron



Mrs Lim Hwee Hua
Patron



Ms Sylvia Lim
Patron

Trustees



Mr Michael Khor
Trustee
PPA PBM BBM FIET FIES JP



Mr Hendrick Koh
Trustee
PPA PBM BBM



Mr Anthony Tan
Trustee

Convenors

Mr George Lim
Billiard Convenor

Mr Ramel Ang
Darts Convenor

Mr Raymond Tan
Squash Convenor

Mr Edward Tan
Bowling Convenor

Mr Eddie Ng
Fitness Convenor

Mr Lim Tow Boon
Swimming Convenor

Mr Ronnie Ng
Chess Convenor

Mr Philip Leow
Golf Convenor

Mr Steven Lee
Tennis Convenor

PRESIDENT'S MESSAGE

Dear Members

I would like to thank you for your support in electing my team to form the 2014/2015 General Committee (GC). I am honoured to serve as President. Together with the GC and Management, we will serve you to the best of our abilities for the betterment of the Club.

I am pleased to report that for the financial year (FY) ended 31 March 2015 (FY 2014/2015), the Club registered a net surplus of \$1.542 million before depreciation, gain/loss on disposal of property, plant, equipment and tax - a slight increase of about 2% from the year before. After factoring in the depreciation, gain/loss on disposal of property, plant, equipment and tax, the Club registered a net deficit of \$200k as compared to \$180k the year before. This is mainly due to the depreciation in relation to the Main Lobby air-conditioner replacement and the recent renovation of Atrium Cafe. The cash reserves strengthened from \$5.418 million to \$6.212 million as at 31 March 2015 – an increase of about \$794k.

Since our team took over in July 2014, we conducted extensive review of the Club's operations. Taskforces and focus groups were set up to look into membership schemes and revenue improvement and cost savings initiatives. These initiatives have contributed to positive results with revenue increasing marginally more than the expenditure. Some of the recent initiatives undertaken include:

- Introducing new casino-type fruit machines (jackpot) which resulted in positive contribution of \$472k
- Increase of car park fee for guests implemented in November 2014, which resulted in an increase of \$29k in fee collection
- Installation of energy-efficient devices and lower re-contracted energy rate which contributed to the reduction in electricity cost
- More aggressive marketing of banquet facilities focusing on filling up capacity on weekdays
- Discontinuation of entertainment programmes that are not popular and bringing in new programmes to attract new patronage
- Review and re-alignment of guest cover charges at Club Twenty-Two
- Introducing new menus and items at the F&B outlets to boost patronage; better control of expenses and more effective deployment of manpower across the F&B outlets

Despite the initiatives undertaken which resulted in marginal positive outcome, this was not enough

to meet the challenges of higher operating costs, especially in manpower, repair and maintenance of aging equipment and facilities. As a Club, there are limited ways to increase revenue. After much deliberation, the GC felt that increasing the monthly subscription is one of the most viable methods to raise revenue to ensure the long-term sustainability of the Club.

With the revision in monthly subscription with effect from 1 June 2015, there will be an increase of about \$65k monthly in operating income – this amount is projected to be able to cover the operating expenses. Income from membership sales, which was used to cover the operating expenses in the past, will be put into the Club's financial reserve.

Building up the financial reserve is important for the maintenance or upgrade of equipment and facilities, and to ensure the Club's sustainability in difficult times. The GC also felt that it is important that the Club has a long-term financial sustainability plan in place and in force. With this in mind, the GC is proposing the following 3 main resolutions to be tabled at the upcoming Annual General Meeting (AGM):

1. **Treasury Safeguarding Framework**
This framework was conceived from rigorous discussions and debates among the GC members and has the endorsement of the Club's Trustees. The key components of the framework are:
 - a. *Balanced Budget Principle*
Under this principle, operating expenses must not be higher than operating income. The non-operating income such as entrance fee from membership sales, transfer fee and a portion of the annual operating surplus will be put into the financial reserve, to be used only for necessary capital expenses and during crisis.
 - b. *Capital Expense Prioritisation Principle*
The GC felt that it is important to have a defined process to evaluate and prioritise capital expenses. The Heliconia Wing new lift project which was mooted last year and mentioned in my Presidential address, is currently put on hold pending a formalised framework put in place.
 - c. *Minimum Financial Reserve*
A minimum financial reserve level will be established annually by the GC for every new financial year. There will be defined set of rules and actions to be taken when the financial reserve is below or above the minimum level set.

2. Increase in Quota for Term Membership from 300 to 500

The GC is proposing to increase the quota for Term Membership from 300 to 500, so that the Club can recruit more Term Members and thereby, increase the membership entrance fee and subscription income. From our data analysis, Term Members have higher spending compared to the other membership types. The GC together with the Membership team will work on more aggressive promotions and campaigns to recruit more Term Members.

3. Grand Members' Subscription

Currently, the Grand Members pay 50% of the subscription rate of that of the Ordinary Members. The GC felt that in order to maintain some parity among all users of the Club, Grand Members' proportion of contribution to the Club's subscription income to be increased and pegged to that of 75% of Ordinary Members' subscription rate.

The details of the above mentioned resolutions together with some other minor resolutions are sent together with this Annual Report to all voting members. Please do take some time to read through the details of the resolutions and give the GC your endorsement at the upcoming AGM. A few sharing sessions were organised on the proposed treasury safeguarding framework and so far, the response from members has been positive.

In my Presidential address at the last AGM, I thanked the past presidents together with the GCs for putting in place various infrastructure that served the Club well. As such, my team's focus is to build more content around the infrastructure in terms of programmes and activities to encourage better participation and patronage.

The Club is celebrating its 60th Anniversary this year. We have lined up a series of events and activities to celebrate this important milestone. We urge members to come forward and join us in the celebrations. There will be a Family Fiesta on 2 August 2015 and a Gala Dinner cum Charity Auction on 16 October 2015. Do look out for the full details in the ClubSpirit magazine.

Last year, the Club went into full swing in implementing measures and policies to comply with the Personal Data Protection Act (PDPA) which came into effect progressively in 2014. I would like to take this opportunity to thank members for your co-operation in complying with these new measures

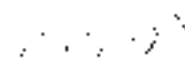
undertaken by the Club. During the implementation of the PDPA compliance measures, staff members dealing with personal data were given detailed briefings on their roles and responsibilities with respect to PDPA. Periodic reminders are also given to staff to ensure continual compliance to the Club's PDPA policies and procedures.

We have recently concluded the Member Satisfaction Survey. This survey is conducted yearly to measure members' satisfaction across all key service areas. We would like to assure members that upholding member satisfaction is important to us. We will review all your feedback and suggestions to improve the Club. We remain committed to live up to our vision to be the best family Club in Singapore.

I would like to take this opportunity to express my appreciation to the Club Trustees for their wise counsel and guidance; my fellow General Committee members for their contribution in their respective portfolios; the Sports Convenors and their Sub-Committees for their passion in promoting their respective sports and nurturing sports talents; the Management and staff of SGCC in ensuring the smooth running of the Club for members' enjoyment; fellow members and friends for your support and encouragement and lastly, to the Club Patrons for their continuous support of the Club's initiatives.

Thank you.

Yours Sincerely



Randy Sng
President





Food & Beverage

The F&B team endeavours to provide members and their guests a great place to wine, dine and be entertained with good food and drinks and excellent service.

One of the main highlights for the F&B team was the renovation of the Atrium Cafe, carried out in mid-August 2014. The outlet now sports a more modern look with brighter lighting and more seating capacity. To coincide with its re-opening after the renovation, new items were introduced to the a la carte menu. The value-for-money set lunch is updated regularly to provide members with more choices and themed buffets such as *Thai Buffet*, *East-West Buffet* and *Peranakan Buffet* are held regularly during weekends at the Atrium Cafe and Coffee Deli.



In November 2014, we launched the *Garden Grill Executive Set* in place of the monthly themed menu, and the *Weekend Semi-Buffet Dinner* featuring seafood platters, made-to-order main courses and a wide range of appetisers and desserts. The a la carte menu was also updated with new premium items such as lobster, lamb and scallop in April 2015. We are planning to update our menu regularly and offer promotions to entice members to patronise Garden Grill more frequently.



At Club Twenty-Two, we continue to have regular 'live' band performances and organise interesting themed parties such as *Bollywood*, *Biker Chic* and *Back to School*. We also held a *Karaoke Challenge* and a concert, *Blues down Memory Lane* by *Basic Establishment*. To boost patronage, we introduced a promotion on waiver of guest cover charges based on a minimum spending level at any F&B outlet. In our bid to contain operating costs, changes were made to the line-up of the evening programmes and guest cover charges were also adjusted in February 2015.

The Crossroads Lounge remains a popular spot for drinkers to unwind and gather with friends. We regularly change the 'live' band performances on Friday evenings to provide more variety for members. Besides screening the major sports programmes, including the World Cup 2014 matches, we also introduced themed night events such as *Men's Nite Out* and *Shanghai Night* which were well received by members.

Apart from the activities and promotions at the F&B outlets, new programmes such as a two-session *Wine Express Workshop* and a trip to Asia Pacific Breweries were organised as well.



A Note of Appreciation

I would like to thank members for their continuous support and constructive feedback to improve our service and food quality. My appreciation also goes to the F&B team led by Senior Manager Adrian Chew, as well as Executive Chef Derrick Sia, for their dedication and hard work in

ensuring that our Club remains the top choice for dining and entertainment for members and their guests.

LEE SAY YEOW
Chairman, Food & Beverage



Banquet

Over the last year, we focused on the MICE (Meetings, Incentives, Conferencing, Exhibitions) segment to fill up the ballroom and function rooms, especially on weekdays. We continue to focus on the Malay and Chinese wedding markets by actively participating in bridal shows, coming up with new promotions as well as revising wedding packages to stay competitive.



We added the patio area of the Garden Grill as an additional venue for private events, thereby expanding the range of venue options for banquet clients.

Overview of F&B Financial Results

The F&B team achieved excellent results in the last year. Total F&B sales (including banquet) grew by 5% from \$5.552 million to \$5.806 million in financial year (FY) 2014/2015, while overall costs increased by 3% with manpower costs bearing the brunt of the increase. Overall, the F&B deficit was reduced by 60% from \$132,648 to \$53,742 in FY 2014/2015.

The Year Ahead

We will continue to ramp up efforts to sustain and grow the banquet business as well as improve service standards across all F&B outlets. There are plans in the pipeline to upgrade the Coffee Deli to improve the dining experience and to make improvements to the kitchen to ensure better efficiency in food production.

HIGHLIGHTS OF F&B PERFORMANCE FOR THE PAST 5 YEARS	FY 14/15	FY 13/14	FY 12/13	FY 11/12	FY 10/11
	\$	\$	\$	\$	\$
Total Sales	5,805,492	5,551,806	5,111,416	4,148,104	3,988,735
Total Food & Beverage Costs	2,175,632	2,221,171	2,070,196	1,541,495	1,502,284
Ratio: Total F & B Cost per Sales \$	0.37	0.40	0.41	0.37	0.38
Total Manpower Costs	2,681,966	2,491,100	2,479,277	2,270,535	2,041,623
Ratio: Total Sales per Manpower \$	2.16	2.23	2.06	1.83	1.95
Ratio: Manpower Costs per Sales \$	0.46	0.45	0.49	0.55	0.51
Other Overhead Costs	1,001,635	972,184	935,327	776,155	734,735
Ratio: Other Overhead per Sales \$	0.17	0.18	0.18	0.19	0.18
Total Operating Costs	5,859,233	5,684,455	5,484,800	4,588,185	4,278,643
Ratio: Total Operating Costs per Sales \$	1.01	1.02	1.07	1.11	1.07
Net Loss	(53,742)	(132,648)	(373,384)	(440,081)	(289,908)
Ratio: Net Loss per Sales \$	(0.01)	(0.02)	(0.07)	(0.11)	(0.07)



Sports & Recreation

The Sports & Recreation team had a fruitful year, yielding encouraging results particularly in bowling, tennis and swimming. The team continues to work closely with the Convenors and Sub-Committees to introduce new lessons, activities and events for members.

TEAM GLORIES

Sport	Event	Position
Bowling	20 th Adult Inter-Club Bowling Mixed League	Champion (3 rd year in a row)
	15 th Youth Day Challenge	Champion
	15 th Youth Inter-Club Bowling Mixed League	Runner-up
Tennis	Singapore Tennis Association (STA) Inter-Club Singles League Ladies' B Division 2015	Champion
	Singapore Tennis Association (STA) Inter-Club Doubles League Men's C Division 2014	Runner-up
Swimming	Annual Inter-Club Meet, Swimming (AIMS)	Champion (6 th year in a row)

SPORTS & GAMES HIGHLIGHTS

Billiards

The Billiard fraternity continues to increase in numbers with many members occupying the Billiard Room daily in the afternoons for friendly games. A total of 6 snooker and pool tournaments were organised in the year that were well-supported by members. Friendly games were also organised with other clubs to foster friendship and common interest towards the sport. We sent two teams to participate in the National Snooker League, with one of the teams representing Division 4, coming in third.

Billiard Convenor George Lim and his Sub-Committee members are heartened to see the strong bonds within the Billiard fraternity and hope that members of all ages will continue to enjoy the game.



Bowling

The year 2014 was a fulfilling one for the Bowling fraternity. For the first time in the Club's history, we hosted both the Youth and Adult Inter-Club Bowling Mixed Leagues. Our adult team bowlers clinched the championship title for the third consecutive year, in addition to winning the Team High Game and Hi-Series Award. Our team captain, Valerie Teo and bowler Amanda Tan came in first and second respectively in the Ladies' Masters Category, while youth team bowlers secured the runner-up position. In addition, Sarah Koh came in second for the Girls' Masters Category and Chong Tai Wei and Tay Hui Chiang came in first and second respectively in the Boys' Masters Category.

We also achieved great results in the 15th MILO International Junior All-Stars at Kuala Lumpur. Out of the 16 junior bowlers that participated in the tournament, 12 qualified for the finals in their respective divisions. Lim Zheng Chin won the championship title in the Under-15 Division, achieving an average of 241.



Over the last year, 11 in-house competitions and 2 Inter-Team Bowling Mixed Leagues were organised. Bowling Convenor Edward Tan and his Sub-Committee applaud the adult and youth bowlers for their outstanding performances. They would also like to thank bowlers for their great support and keen participation in the bowling events.



Bridge

The small and close-knit fraternity meets every Tuesday for their weekly bridge session. The Bridge fraternity held two events, the Ang Bao Bridge and the Blind Doubles Bridge tournaments. The Club also sent players to take part in the Annual Inter-Club Bridge League, organised by Singapore Swimming

Club. The Club will continue to raise awareness of bridge and encourage more members to participate in the game.



Chess

The Chess fraternity held two in-house chess competitions this year. In September 2014, we invited National Junior Chess player, Magdalene Clarrissa Chong, for a game of simultaneous chess. The event, held at the Main Lobby, caught the attention of many onlookers as they watched young Magdalene's attempt to beat our chess players. The TCA Chess Open Tournament, held in April 2015, was the highlight of the year, attracting over 220 players from all over Singapore. Our member, Brendan Ng, came in tenth in the Open Category.



Newly-appointed Chess Convenor Ronnie Ng and his Sub-Committee hope to attract more members to participate in chess and plan to organise more activities to cultivate interest in the game.



Darts

Darts continues to gain more interest among members young and old. This year, the Darts fraternity organised 6 tournaments which were well-received by members. In October 2014, the fraternity was invited to the Royal Selangor Club in Kuala Lumpur to participate in their Invitational Darts Tournament. Out of the 22 teams who participated in the game, we came in third in the Plate event. Our female darter, Tay Sai Huay, qualified for the quarter-finals in the Ladies' Single event and our men's team won awards for a 180 checkout and 1 bull finish.

Darts Convenor Ramel Ang and his Sub-Committee hope to garner more interest in darts and encourage members to drop by the Darts Lounge for a game or two.



A Note of Appreciation

On behalf of the Club, I would like to register my appreciation to my two Deputies, Frederick Kang and Gilbert Low, the Convenors and their Sub-Committees, sponsors and members for their continuous support and of course, the Sports & Recreation team for their tireless effort and dedication in organising events and activities for

members. We shall continue to strive towards making Serangoon Gardens Country Club the best family club for our members.

KEVIN KWEK
Chairman, Sports & Recreation

Fitness

In the past year, we introduced new fitness classes such as boxing, the FIIT (Female Intensity Interval Training) programme and flow yoga to better cater to members' vast interests.

In January 2015, we organised our first scuba discovery programme in the Club's swimming pool where participants were taught how to use the scuba equipment and the proper diving procedure. In April 2015, we brought a group of members to Tioman Island for a diving trip where some enjoyed a leisure dive while others took the opportunity to obtain their diving certification. Both events were very well-received by members.

The Gym continues to be a popular facility amongst members with an average of approximately 180 users daily. To provide members with a more conducive environment, we gave the Gym a fresh coat of paint in a brighter shade and installed new mirrors and shelving units. In the coming months, members can look forward to new treadmill machines.

The Fitness Sub-Committee, led by Convenor Eddie Ng, hopes to consistently upgrade the Gym to serve members better and to continue to organise interesting and engaging activities for members.



Golf

The Golf calendar was once again packed with special events throughout the year, apart from the Monthly Medal games. In April 2014, a 2-day-1-night golf trip to Batam, Indonesia was organised in conjunction with the Dr Lau Teik Soon Golf Challenge.

A total of 3 matches were held for the Inter-Social Clubs Golf Tournament (ISCGT) with 7 participating clubs, including SGCC. We had the privilege of hosting the third match at Warren Golf & Country Club. The overall results of the 3 matches saw SGCC coming in third position with an accumulated total points of 17.

In support of our Club's adopted charities, Sunlove Abode for Intellectually-Infirm and Bright Vision Hospital, an auction as well as a donation drive were organised during the Golf President Cup held in October 2014.

Golf Convenor Philip Leow and his Sub-Committee would like to thank the golfers for their support and enthusiasm in representing the Club in golf tournaments.



Squash

The Squash fraternity did reasonably well this past year in in-house tournaments. The highlight of the year was the 8th SGCC-Prince Squash Open, during which 236 players from various establishments participated.

Squash Convenor Raymond Tan and his Sub-Committee seek to further promote squash and to organise more events and activities.



Swimming

The Annual Age-Group Swimming Meet, held on 27 July 2014, saw over 130 participants, including guests from Jurong Country Club and Aquatic Aquarian School (AAS). A total of 10 new records were set. We hosted the 13th Annual Inter-Club Meet, Swimming (AIMS) and secured the championship title once again for the 6th year in a row. The SGCC Invitational Swim Meet, held on 8 February 2015, attracted over 100 participants, including invited guests from AAS and The French School.

The Swimming Sub-Committee, led by Convenor Lim Tow Boon, looks forward to the continued support and participation from members.



Tennis

The hard work of Tennis Convenor Steven Lee and his Sub-Committee paid off nicely this past year. We have seen an increase in participation for in-house organised tournaments. The annual SGCC Tennis Grand Slam, held in April 2014, attracted 73 participants across five categories. A total of 26 tennis enthusiasts took part in our tennis camp held at Changi Beach Club in August 2014. The camp provided players with an opportunity to improve their tennis skills and bond at the same time. The Men's C team, led by Max Lee, managed to enter the finals in the Singapore Tennis Association (STA) Inter-Club Doubles League.

Tennis Convenor Steven Lee is heartened to see more youths taking up the sport and thank the fraternity for their continuous support.



Youth Involvement

The Club actively engages youth members in sports and recreational activities throughout the year. We have seen an increase in the number of youths patronising the various sports facilities, notably the Gym. The Hangout continues to be a favourite spot for youths to chill out. We brought in new Xbox 360 games and controllers and a carrom board. The Nintendo Wii was replaced with a new PlayStation 4 and the previous pool table was also replaced with a new one.

Sports Appreciation Nite

The Sports Appreciation Nite 2015, held at the Kensington Ballroom on 20 March 2015, was attended by over 200 members. The theme for this year was "Truly Singapore". The night started off with an opening speech by S&R Chairman Kevin Kwek, who is also the Club's Vice-President, thanking everyone for their hard work. The highlights of the event included a *Bhangra* dance performance and an acoustic performance.

This year, we had a total of 9 Merit Award winners and 1 Sustained Achievement Award winner. The Sustained Achievement Award is a new award to reward those who have shown consistently good achievements throughout the years.



AWARD	WINNER	SPORT
Merit Award	Lim Zheng Chin	Bowling
	Tan Gian Yion	Bowling
	Tay Xin Yi	Bowling
	Ang Jo Lie	Swimming
	Ang Mi La	Swimming
	Leon Tay	Swimming
	Wong Yik Jun	Swimming
	Leong Jia Li	Tennis
	Leong Jia Yi	Tennis
Sustained Achievement Award	Pek Meng Yee	Swimming

The Year Ahead

In conjunction with the Club's 60th Anniversary celebrations, a family walk around the Serangoon Gardens estate and a carnival will be held on 2 August 2015. We look forward to members' support and participation as we mark our diamond jubilee. The Sports & Recreation team will continue to organise stimulating and exciting sporting activities for members of all ages as well as groom aspiring sports talents.



Membership Relations

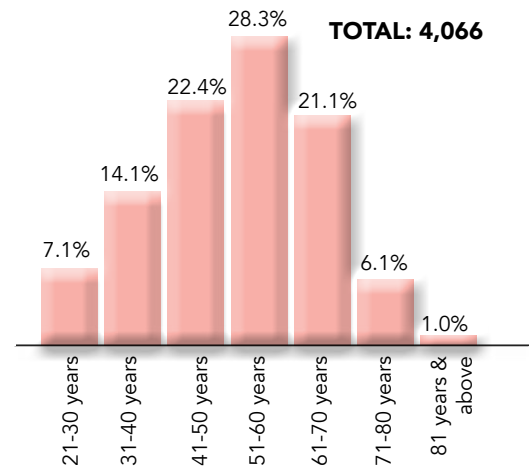
The main role of the Membership Relations team is to foster member bonding through various social activities, provide efficient administration of membership-related matters and to promote the Club to prospective members. The team also manages members' feedback and suggestions, as well as the various communication platforms to ensure that members are kept updated with the Club's happenings.

Membership Profile

The Club membership registered an annual increase of 1.1% from 4,088 to 4,134 as at 31 March 2015. Voting members constitute about 81.8% of the total membership. The age profile of the membership is similar to that of last year, with the majority of the members in the age group 51-60 (28.3%), followed by age group 41-50 (22.4%).

Types of Membership	No. of Members as at 31 March 2015	No. of Members as at 31 March 2014
Honorary	6	6
Life	8	8
Founder	9	9
Associate	0	1
Corporate	43	43
Ordinary	3,320	3,284
Junior	1	8
Term	206	212
Non-Transferable Ordinary	425	427
Grand	116	90
TOTAL	4,134	4,088

Membership Age Profile



The values reflected in the Membership Age Profile chart (Total of 4,066 memberships) do not include Corporate Membership (43) or memberships held in abeyance (25).

Membership Drive Initiatives

With increasing emphasis on digital media, much of the marketing efforts last year were centred on using digital means to reach prospective members. We also organised mini Open House in conjunction with key events such as the *Junior Gems Kids Party* and *Christmas Light-up* where prospective members were invited to partake in the festivities. Such platforms allowed prospective members to have a more experiential feel of the Club. We continue to provide members with various incentives to recommend friends or family members to join the Club - this has proved to be a successful avenue to get new members.

A Note of Appreciation



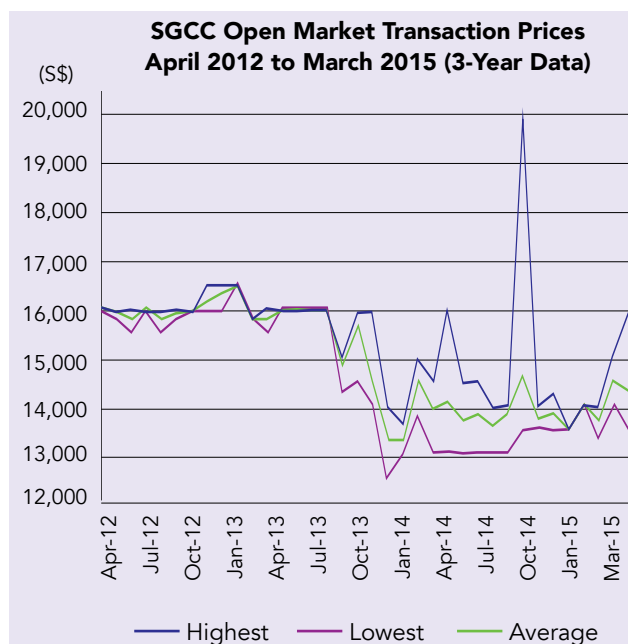
I would like to thank members for their support and participation in the Club's activities and programmes. This year will be an important milestone for the Club as it is celebrating its 60th Anniversary. We hope that members will join us in the series of events that we have planned for the celebration. Lastly, I would also like to express my appreciation to the Membership Relations

team for their dedication in organising various social activities for members and their efforts in promoting the Club to prospective members.

BOB MONG
Chairman, Membership
Relations

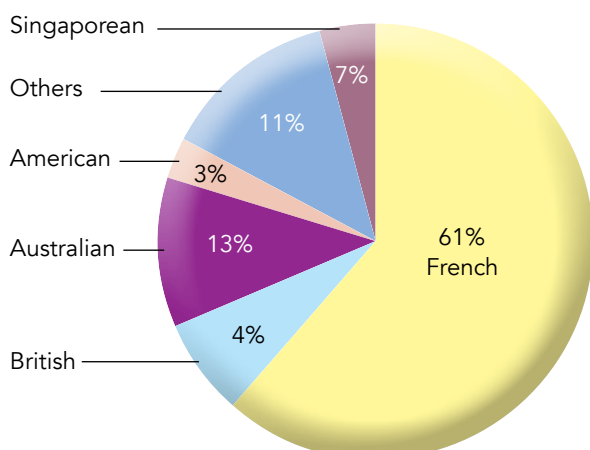
Ordinary Membership

In the last financial year 2014/2015, the sale of new Ordinary Memberships was quite slow with only 15 memberships sold. The transfer market registered 54 transactions – about the same level as previous year. Transaction prices have stabilised over the year, with the average price about \$13,500 - \$14,000.



Term Membership

As at 31 March 2015, there were 206 Term Members as compared to 212 a year before, with foreigners making up about 93% of Term Members. There is still steady demand for our Term Membership, especially among the expatriate community who lives in the vicinity.



Non-Transferable Ordinary Membership (NTOM)

In financial year (FY) 2014/2015 year, 21 NTOMs were sold before the sale was suspended in late September 2014. The total number of NTOM as at 31 March 2015 was 425, slightly less than 427 the year before, due to termination or conversion to Ordinary Membership. NTOM Members have the option to convert their membership to Ordinary Membership by paying a conversion fee. Special conversion schemes were introduced to encourage such conversions and this has yielded good results with 20 conversions in FY 2014/2015.

Grand Membership

We continue to see more interest in our Grand Membership which is offered to Ordinary Members who are at least 70 years old and who have been a member for 25 consecutive years. The Grand Membership promotion launched in mid-2013 and continued till September 2014, increased the take-up rate for the scheme. As at 31 March 2015, we have 116 Grand Members – an increase of 28.8% as compared to a year ago.

Supplementary Membership Scheme

We have 144 Supplementary Members as at 31 March 2015. Launched in 2011, the Supplementary Membership is an opt-in scheme offered to children of Ordinary Members who are unmarried and between the age 21 and 26. The scheme provides an avenue for members' children in this age group, who are not likely to be gainfully employed yet to afford their own membership, so that they can continue enjoying the Club's facilities by paying a monthly subscription fee.

Childminder Identification Card

From 1 October 2014, we introduced the Childminder Identification Card to improve access control to the Club and to facilitate easy checking of childminders by our Security Officers. The Club's childminder scheme allows for up to 2 persons to be nominated

by a member to supervise their children below 12 years old when they are in the Club, in the absence of the parents.

Reciprocal Club Agreements

We have recently entered into reciprocal club arrangements with The Royal Selangor Club in Malaysia and Terminal City Club in Toronto, Canada. Reciprocal arrangements allow members to enjoy access to reciprocal clubs when they travel overseas.

Social Activities

The Membership Relations team hosted 3 New Members' Gatherings in May and September 2014 and February 2015 for new members to get to know each other and be familiarised with the Club. Some of the social activities organised over the year included a durian trip to Johor Bahru, beauty and health talks, cooking demonstrations and a cultural trip to the Baba House. We also celebrated the mid-autumn festival with a kids' lantern making workshop, tea appreciation, calligraphy showcase and a bazaar.



The Gardening Interest Group was officially launched around mid-2014. Its objective is to promote member bonding and camaraderie through gardening activities. The group has since created a wonderful community garden located near the tennis courts, where organic vegetables, among other things, are planted.

The Dance Interest Group organises regular dance events for both social and line dancers. To promote better participation in these events, 10% discount is offered to dance class students. A special tea dance afternoon was also organised where members get to practise their dance moves with an in-house dance instructor. Belly dance and Latin Rhumba were some of the new dance classes introduced over the year.



Kids

We continue to offer a range of programmes to engage the children from dining etiquette to science and arts and crafts workshops. Our kids modern dance and Bonjour Beijing – Mandarin classes were also well received.

The *Junior Gems Club* is open to members' children from 4 – 12 years old and privileges include birthday treats, free workshops and discounted rates for activities. As at 31 March 2015, there were about 308 kids (representing about 26.2% of the

kids population in that age group) in the Club - an increase of 2.6% from the previous year. The *Junior Gems Club* newsletter was revamped in March 2015 with more interesting content and the frequency was changed to once every two months. Last year, we celebrated the *Junior Gems* annual party with the theme *Superheroes and Princesses*.

Youth

The Night Owl overnight study facility at the Reading Room, which is offered yearly from August to December, continues to be popular among youths studying for examinations. This year, we plan to change the seating configuration of the Reading Room during the examination period to better cater to the students. In the year ahead, we are planning to organise leadership and etiquette workshops for the youths.

Senior Members

The monthly Senior Members' Gathering continues every first Saturday of the month along with the weekly Tuesdays' *Musical Afternoon* at Club Twenty-Two. Informational talks on understanding the CPF plan for the Pioneer Generation, health and legacy planning were some of the activities organised specially for the senior members.



Major Social Events

Countdown to National Day 2014 was held at the Kensington Ballroom with about 280 participants. Club Patron, Ms Sylvia Lim graced the occasion. Entertainment included a 'live' band, a cultural dance performance and dancing. At midnight, there was the traditional sing-along of national songs to celebrate the nation's 49th birthday.



Christmas Light-Up 2014 – This yearly event, which signals the start of the Christmas festivities was held on 29 November 2014. The Main Lobby and all the outlets were bedecked with decorations to the theme *A Toyland Christmas*. Among the highlights of the event included a *bubblelicious* show, a ukulele performance, little dance talents from Cambridge Child Development Centre, and a visit from Santa and his helpers. Apart from showcasing our tasty Christmas delights, we also sold cookies, hand-decorated by members' children, to raise funds for our adopted charities.



Countdown to 2015 – Moulin Rouge was held at the Kensington Ballroom with about 250 members and guests gathered for a night of fun and romance to welcome 2015. Entertainment for the evening included Moulin Rouge can-can dancers, the Donna Daniels show and a 'live' band.



Lunar New Year Lion and Dragon Dance - This very popular event held annually on the second day of the Lunar New Year drew the crowds once again. We had a goat mascot moving around to take pictures with members, to commemorate the year of the Goat. Other highlights included the customary "dotting the lion's eye" and a drum performance followed by the blessing of the outlets.

Charity Begins At Home

In 2014, the Club reached out to the community in the surrounding areas and supported Sunlove Abode for Intellectually-Infirm (also known as Sunlove Home), Bright Vision Hospital and collaborated with The Society of St. Vincent de Paul to collect food items and vouchers for groceries for low-income families.

A Charity Dinner cum Auction was organised on 6 November 2014 and a Charity Zumba Party on 11 November 2014 – a first for the Club, to raise funds for our beneficiaries. The golf fraternity also chipped in with a mini charity auction held in conjunction with the President Golf Challenge event.



The kids also did their part by participating in a Cookie Decorating workshop, where they decorated cookies for sale at the Christmas Light-up event. The Club raised a total of \$38,373.65, which was split equally between the 2 beneficiaries.

In December 2014, the Club hosted the residents of Sunlove Home for a Christmas sing-along session at Club Twenty-Two. Patients from Bright Vision Hospital were also invited to attend our Christmas Light-up event.

Engaging and Reaching Out To Members

With an increasingly online savvy population, we focused more efforts in enhancing our website and social media platforms. We made our website more mobile-friendly and added new e-forms for membership services and enquiries on events. The SGCC Facebook page also saw a healthy increase in fans with 2,506 "likes" in March 2015 - a 16% increase compared to last year.

In January 2015, we ceased production of YouthSpirit, our electronic newsletter to youth members as the base was quite small and the open rate was low. To put our resources to better use, we incorporated information on youth activities within our monthly electronic newsletter, *Happenings!*, at the same time, revamped the newsletter with a fresh look and layout, and included a section on past event photos.

We continued to introduce more interesting content in the ClubSpirit magazine with new columns such as "Travelogue" which features members' travels and "Monkey Business" aimed at highlighting mischievous acts in the Club.

Member Satisfaction Survey

Since 2011, we run the yearly Member Satisfaction Survey where data from the survey is used to form the Club's Member Satisfaction Index (MSI) – a measure of members' satisfaction level in all the key service areas. The MSI for 2014 was 72.6, which is similar to the year before. This year's survey is conducted fully online as part of our efforts to reduce cost and enhance productivity.

The Year Ahead

We hope to introduce more family bonding activities for members. We are also looking into new and innovative ways to communicate with members, including more targeted communications based on specific areas of interest. We will continue our efforts to generate more interest in our membership. We welcome members' suggestions and feedback to improve their Club experience.



Security

The Security team plays a pivotal role in providing members and their guests with a safe environment. The team also enforces rules and regulations of the Club as well as manages the car park operations.

Security, Surveillance and Compliance

The Security team continues to conduct regular patrols and surprise checks in the Club. In our bid to enhance surveillance efforts, we have further increased the number of CCTV (closed-circuit TV) cameras in the Club to expand the area of coverage. This has greatly assisted the Security team in carrying out investigations into incidents that occurred in the Club.

We have also reviewed our procedures pertaining to access to the Club. In October 2014, we introduced an identification card for all registered childminders. This move has facilitated checking by our security officers. In December 2014, we also streamlined our guest sign-in procedure. Members are given a copy of the guest sign-in slip which they need to keep with them and show to staff for verification. This new process has made verification work easier for the Security team.

Car Park Management

In order to better manage our limited car park space, in November 2014, the Club revised the guest car parking charges from per-minute charging after the first hour to per-half hour charging. This move has increased car park fee collections and at the same time, helped to regulate car parking demand by guests.

In March 2015, the Club entered into a reciprocal agreement with the nearby Lycee Francais de Singapour (The French School). Under this agreement, the Club is able to utilise the school's parking lots during non-school hours and in return, the Club accords the use of the Garden car park area at specified timings on weekdays during the school term for parents of children studying at the school to park their vehicles when picking up and dropping off their children. This arrangement has helped the Club to manage additional demand for car parking space, especially from banquet clients holding functions at the Club in the evenings or during weekends.

Traffic Safety

In our continuous effort to improve traffic safety in the Club, we have installed signage at strategic locations in the car park to remind motorists to reduce their speed and to keep a lookout for pedestrians and cyclists.

Training

We take pride in ensuring our security officers are well-equipped with the necessary skills and knowledge to execute their tasks. In-house and on-the-job trainings are conducted by senior security officers to guide newer security officers. We also send our security officers to take up relevant courses to upgrade their skills and to keep up with industry standards and practices.

The Year Ahead

The Security team will continue to stay vigilant and alert to ensure the Club's security and safety. The team will continue to study and evaluate feedback and suggestions from members on ways to improve its service standards and productivity.



A Note of Appreciation

I would like to thank the Security team for their tireless efforts in keeping the Club safe, upholding the Club's rules and regulations and going beyond their call of duty to help other departments in need. I would also like to extend my appreciation to members for the support and cooperation given to the

Security Department in the discharge of its duties and for their constructive suggestions and feedback.

A handwritten signature in black ink, appearing to read 'Peter Chia'.

PETER CHIA
Chairman, Security



Facilities, Maintenance & Safety

The Maintenance & Housekeeping team is responsible for the upkeep of the Club's facilities as well as upgrading works, ensuring that the Club continues to be a pleasant, clean and safe environment for the enjoyment of members and their guests.

Upgrading of Facilities

One of the main projects undertaken last year was the upgrading of the Atrium Cafe during the period August – September 2014. The cashier counter was relocated, freeing up room for a more spacious area with additional seating capacity. The outlet was given a fresh coat of paint and brighter lighting. Wall paintings were put up and a new Atrium Cafe sign was also installed.



To enhance the Club's aesthetics, we put up a "vertical garden" on the walls at the entrance of the Main Clubhouse and planted colourful Canna Hybrids around the spa pools. The Gym was given a fresh coat of paint to provide members with a more conducive workout environment.



The Beer Garden was also given a spruce-up. We replaced the worn-out timber deck support, repainted the entire timber deck and installed outdoor umbrellas at the designated smoking area. We will be replacing the worn-out outdoor furniture soon. In late March 2015, we commenced waterproofing works to the skylight roof at the Main Lobby, flat roof of the main building and the Palm Wing building to address water seepage problems. Works are still in progress at the time of writing.

A Note of Appreciation

The Maintenance & Housekeeping team has excelled in their duties of ensuring the safety and cleanliness of the Club as well as managing upgrading projects. I would like to thank Maintenance & Safety Manager, Charles Ling and his staff for their effort and dedication. My appreciation also goes to members for their patience and understanding when the facilities are under maintenance or being

upgraded and for their constructive feedback and suggestions on improving the Club's facilities and infrastructure.

BOB MONG
Chairman,
Maintenance & Safety



Energy and Water Conservation

A taskforce was formed to focus on energy conservation and cost saving initiatives. Effort was put in to educate members and staff on the importance of energy conservation. Signs were put up on doors to remind members and staff to keep the doors closed so as to contain cold air within the air-conditioned areas. To conserve water, we replaced taps at the New Wing toilets (except the handicapped toilets) with Public Utilities Board (PUB) approved 'self-closing-delayed action' taps. The water condensers for the air conditioners serving the Heliconia Wing were replaced to improve cooling efficiency.

Pest Control

Fumigation and pest control measures are carried out on a monthly basis to ensure that the Club is free of pests. We also adopted a method known as misting, instead of fogging, to combat mosquitoes as the former is known to be more effective and environmental-friendly. Mosquito misting is carried out on a weekly basis.

Safety

To boost work efficiency and safety, the Club purchased a personnel lift for staff to use when working at heights. In line with the Ministry of Manpower's (MOM) new *Work at Heights* regulation, staff will be sent for the *Work at Heights* course to ensure that they are well-equipped with important safety knowledge. A Safety Committee comprising staff from various departments meets regularly to discuss and implement safety initiatives. The Club engaged an approved independent auditor to assess the implementation of our Risk Management (RM) initiatives which are part of the requirements to obtain the bizSAFE Level 3 status. We are pleased to report that we have just received the bizSAFE Level 3 certification; this is a great testament to our commitment and pursuit of high safety standards.



The Year Ahead

In the coming year, we are looking into the possibility of installing additional sun shades at the Main Lobby to provide more shaded areas, allowing members to enjoy a more pleasant environment. We will also be studying how we can further improve the drainage system in the Club so as to alleviate potential flooding in the Club during heavy downpours.





Finance

The financial year (FY) 2014/2015 posted a net operating surplus of \$1.542 million ("operating profit") before depreciation, gain/loss on disposal of property, plant and equipment and tax, which is a year-on-year increase of 2% or \$30k. This is despite the Club not having the benefit of property tax savings as in the prior financial year (FY 2013/2014) and also the lower year-on-year membership entrance fee income (\$513k).

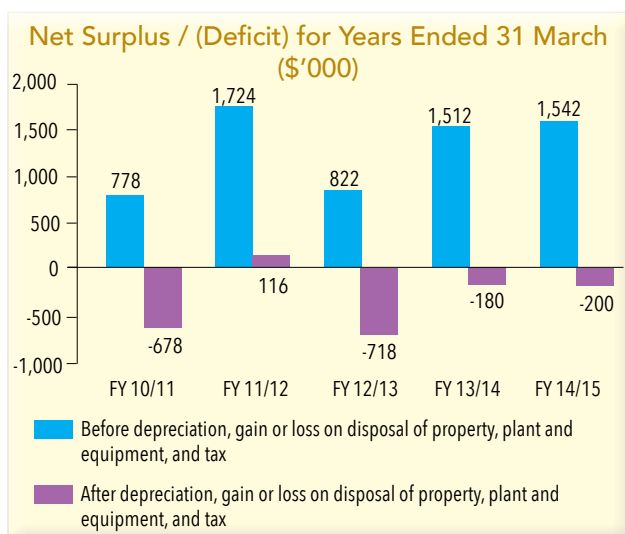
The improved performance is largely attributed to stronger operating income. Whilst the Club's operating profit is higher, the Club registered a net deficit of \$200k after depreciation, gain/loss on disposal of property, plant and equipment and tax - this is \$20k worse than the previous year. The higher net deficit is mainly a result of depreciation associated with the Main Lobby air-conditioner replacement and the renovation of Atrium Cafe in late 2014.

HIGHLIGHTS OF FINANCIAL RESULTS BEFORE DEPRECIATION AND TAX FOR THE PAST FIVE YEARS:-	FY 10/11 \$'000	FY 11/12 \$'000	FY 12/13 \$'000	Reclassified FY 13/14 \$'000	FY 14/15 \$'000	Variance Fav/(Unfavorable) FY 14/15 vs FY 13/14 \$'000
Fruit Machines						
Collections	8,180	8,621	10,662	11,325	13,323	1,998
Less: Payouts and taxes	(6,549)	(7,086)	(9,147)	(10,185)	(11,705)	(1,520)
Gross Contribution	1,631	1,535	1,515	1,140	1,618	478
Less: Operating Expenses	(474)	(356)	(402)	(374)	(380)	(6)
Contribution from Fruit Machines (a)	1,157	1,179	1,113	766	1,238	472
Food & Beverage						
Sales	3,989	4,148	5,111	5,552	5,805	253
Less: Cost of Sales	(1,502)	(1,541)	(2,070)	(2,221)	(2,176)	45
Gross Contribution	2,487	2,607	3,041	3,331	3,629	298
Less: Operating Expenses	(2,777)	(3,047)	(3,414)	(3,464)	(3,682)	(218)
Deficit from Food & Beverage (b)	(290)	(440)	(373)	(133)	(53)	80
Other Departments						
Subscriptions	2,936	3,061	3,214	3,351	3,423	72
Transfer Fees	414	409	517	355	427	72
Entrance Fees	764	1,960	1,713	1,732	1,219	(513)
Interest income - fixed deposits	10	10	9	10	11	1
EPS Fees	108	108	117	126	155	29
Miscellaneous income	42	27	30	33	51	18
Lease rental income	463	462	471	484	479	(5)
Others	156	175	212	394*	426	33
Income from Other Departments (c)	4,893	6,212	6,283	6,485	6,192	(293)
Total Income (a+b+c)	5,760	6,951	7,023	7,118	7,377	259
Less: Expenditure						
Operating and administrative	(3,724)	(3,906)	(4,760)	(4,012)*	(4,303)	(291)
Repairs, maintenance & housekeeping	(385)	(398)	(478)	(494)*	(551)	(57)
Water and electricity	(873)	(923)	(963)	(1,099)*	(980)	120
Total Expenditure	(4,982)	(5,227)	(6,201)	(5,606)	(5,834)	(229)
Net Surplus/(Deficit) before depreciation, gain or loss on disposal of property, plant and equipment, and tax	778	1,724	822	1,512	1,542	30

* Adjustments are made to FY 13/14 for comparability to FY 14/15 as effective 1 January 2014 under Financial Reporting Standards (FRS) 1, Para 32, offsetting - an entity shall not offset assets and liabilities or income and expenses, unless required or permitted by FRS.

Following are the income and expenditures adjustments for reimbursement income from tenants and charity income and expense made to FY 13/14

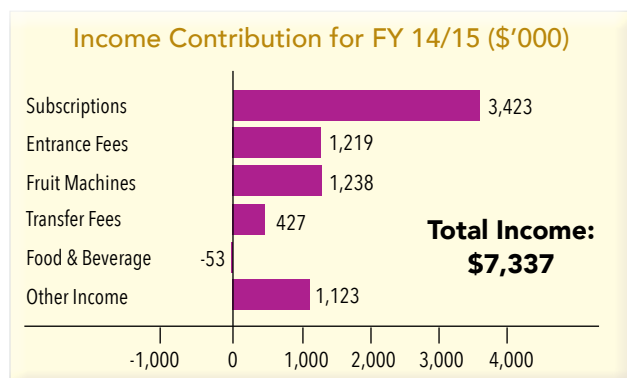
	Previously reported	Reclassification	After reclassification
Income			
Others	235	159	394
Expenditure			
Operating and administrative	(3,959)	(53)	(4,012)
Repairs, maintenance & housekeeping	(477)	(17)	(494)
Water and electricity	(1,011)	(88)	(1,099)
Total Expenditure	(5,447)	(159)	(5,606)



INCOME AND EXPENDITURE

The total income registered a year-on-year increase of 3.6% (or \$259k) to \$7.377 million in FY 2014/2015, notably due to increase in fruit machines contribution (\$472k); improvement in F&B contribution (\$80k); increase of subscription fee (\$72k), transfer fee (\$72k) and EPS guest car park fee (\$29k); but partially offset by a decrease in membership entrance fee of \$513k.

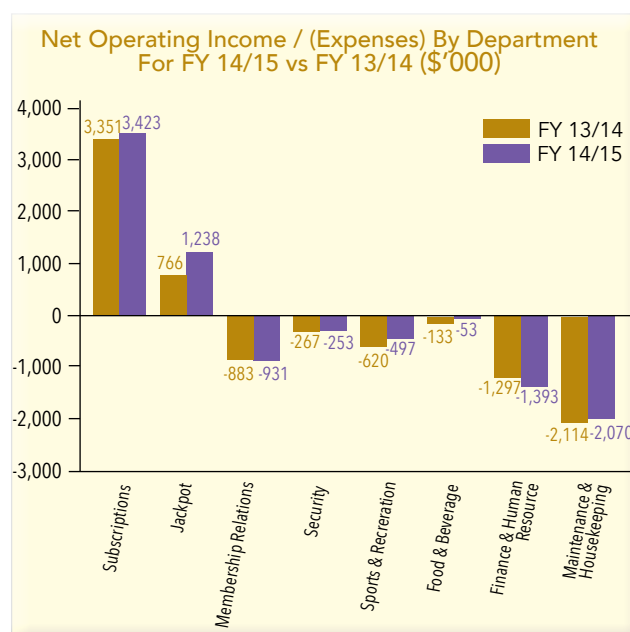
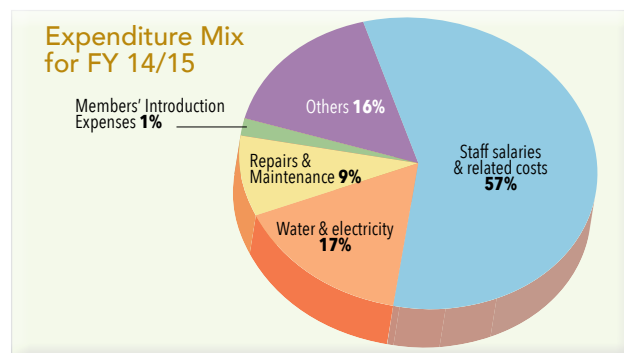
The improvement in F&B contribution was due to higher F&B sales led by banquet, better control of food cost although that was partially offset by increase in manpower and other operating cost. The initiative to change the fruit machines to casino-types has proven to be highly rewarding which resulted in an improved year-on-year contribution of \$472k. The increase in guest car park rate, effected in November 2014 also improved our car park fee collection.



The decrease in membership entrance fee income was due to two reasons. The first being a drop in direct Ordinary Membership sales by the Club, as more new Ordinary Members had purchased through the open market, due to the lowered price since the introduction of the transfer fee subsidy of \$4.25k (from July 2013 - September 2014) to qualified members who were willing to sell in the open market and

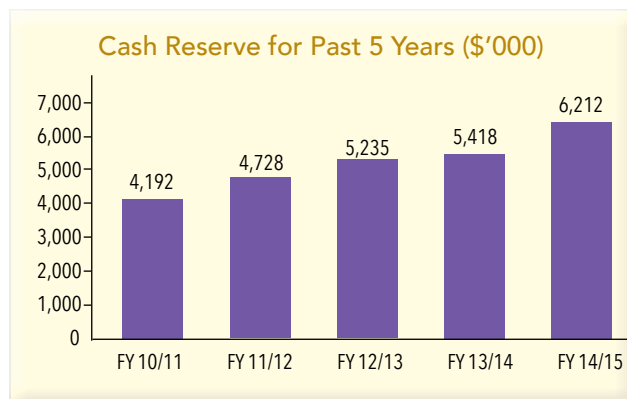
convert to Grand Membership. The second reason is the lower Non-Transferable Membership (NTOM) sales (21 sold) vis-à-vis FY 2013/2014's sale of 66 - the difference is due to lower quota balance (about 40) and the suspension of the sale after about half of the remaining were sold. The NTOM scheme was specifically designed to address a more acute financial situation in the past and had served its purpose, and as such, a decision was made to suspend the sales to focus on the higher-value membership products like Term and Ordinary Membership to maximise return.

Total expenditure, on the other hand, registered a year-on-year increase of about 4.1% or \$229k, from \$5.606 million to \$5.834 million in FY 2014/2015. Leading the biggest increase (\$260k) was property tax amounting to \$235k in FY 2014/2015, as compared to a negative expense of \$25k in FY 2013/2014. The tax savings in FY 2013/2014 was due to reassessment of prior years' taxes. The other increases came from staff payroll (\$95k), repair and maintenance cost (\$57k) which was partially offset by the decrease in electricity and water cost (\$120k) mainly due to lower re-contracted electricity rate.



CASH RESERVES

As at 31 March 2015, total cash reserve was \$6.212 million, which is about \$794k higher than the \$5.418 million in the previous financial year. The General Committee is proposing a treasury safeguarding framework for members' approval at the upcoming Annual General Meeting. This framework is aimed at ensuring the Club's long-term financial sustainability, especially in the management of the Club's reserves.



THE YEAR AHEAD

The Club continues to face challenges on the cost aspects such as increased manpower cost and general operating cost. The upkeep of aging facilities continues to remain a challenge, as it requires sizable capital expenditure, especially for major repair works such as the recent roof repair works for the Main Clubhouse and Palm Wing buildings.

We have recently set up 2 taskforce and focus groups to look into possible ways to manage cost and

improve revenue. On the revenue side, the Club will work towards higher patronage at the F&B outlets by improving the food quality and service level, and by introducing new promotions. The banquet business will continue to be a growth engine for the Club's F&B business. The recent initiative to change the fruit machines has proven to be rewarding, and shall be continued and at a faster pace. The Club will continue to pursue membership sales but focusing on high-value membership products such as the Term Membership and Ordinary Membership to maximise the return for every increase in membership number. The cost savings taskforce will continue to review costs and implement cost savings initiatives across all departments.

Once approved by members, the proposed treasury safeguarding framework will be implemented. The key components of the framework include a balanced budget principle (i.e. operating expenses to be lower than operating income), a defined process for capital expense prioritisation, setting of a minimum financial reserve level and defining the consequential actions to be taken when the financial reserve is below or above the minimum level.

The Club has already adopted a balanced budget principle (operating expenses to be lower than the operating income) which is made possible due to the revision in monthly subscription with effect from June 2015. With this, there would not be a need to use membership entrance fee income to subsidise operating expenses. Going forward, all non-operating income such as membership entrance fee, will be put into the financial reserves meant for capital expenses and for use during difficult times.

A Note of Appreciation

I have completed half of the two-year term as the Honorary Treasurer. Together with my colleagues in the General Committee and the Management team, in the past one year, we deep-dived into the business challenges the Club encountered and worked hard to devise solutions that have long term benefits to the Club. Although the group had diversified views,

group members were highly constructive and yet critical. My sincere appreciation to these good people and to the members who had, from time to time given me encouragement. Thank you.

KOH JIN KIT
Honorary Treasurer





Human Resource

A dedicated and motivated team of staff plays an important role in realising our vision to be the best family Club for recreation and social activities in Singapore. As such, we strive to provide a conducive and supportive work environment where staff are motivated to deliver good service and achieve job satisfaction.

Staff Strength

As at 31 March 2015, the Club's staff strength was 130, as compared to 132 in the previous year. This is due to unfilled positions owing to hiring challenges from the tightening of foreign worker quotas faced by the Club and the service sector, in general.

	As at 31 March 2015	As at 31 March 2014
Heads of Department	9	9
Managers & Assistant Managers	10	10
Executives	27	26
Officers	12	10
Junior Grades	72	77
TOTAL	130	132

Training and Development

In our continuous effort to equip staff with knowledge and skills to carry out their jobs more effectively, we sent them for suitable training programmes such as courses on *Work at Heights Safety*, Automated External Defibrillator (AED) / Cardiopulmonary Resuscitation (CPR) and food hygiene, among others. In-house trainings were also conducted for staff managing members' data to ensure that they understand their role in the use, disclosure and protection of data in compliance with the Personal Data Protection Act (PDPA), which was implemented progressively in 2014.



Staff Promotions

The following staff members were promoted in the year 2014 in recognition of their contributions and progress in their jobs:

Name	New Designation
Food & Beverage	
Joe Marie Walican Cabagua	Assistant Executive (Banquet Operations)
Liu Jiani (Serena)	Senior Guest Relations Officer
Thor Chong Aik (Kelvin)	Chef-de-Cuisine
Woo Yeng Ming	Sous Chef
Lim Tze Siang (Danny)	Leading Cook
Finance / Purchasing / Jackpot	
Yip Mei Lan Constance	Senior Executive (Purchasing)
Loy Kiong Fong (Jaselyn)	Assistant Supervisor (Jackpot)
Maintenance & Housekeeping	
Pragasrao A/L Paiditaly	Supervisor (Housekeeping)
Xiao Ai Dang	Assistant Supervisor (Housekeeping)
Security	
Raja Segkar Vijayahnmarar	Assistant Supervisor (Security)
Sritharan A/L Linggam	Senior Executive (Security)
Sports & Recreation	
Lee Jing Wenn Bertram	Senior Executive (Sports & Recreation)

Staff Communication

TeamSpirit, the Club's staff newsletter, is one of the key communication platforms to engage staff and keep them informed about important Club policies and news. A part of the newsletter is also translated to Mandarin to facilitate communication with Mandarin-speaking staff. The newsletter also serves as a platform to foster better staff relations through light-hearted columns featuring staff news such as staff compliments, birthdays and announcements of new staff who joined the Club.

Annual Staff Dinner and Dance

The highlight of the year for staff was the annual Staff Dinner and Dance which was held recently

on 30 March 2015. Like past years, this is an occasion where staff members get to enjoy an evening together with their colleagues and pay recognition to long-serving colleagues and those who have contributed to the Club. The highlight of the evening was the dance performances put up by our own staff members to entertain their fellow colleagues.

Long Service Awards

This year, we presented 16 staff members with the Long Service Awards at the Staff Dinner & Dance in appreciation of their loyalty and dedication to the Club. The award recipients each received a certificate, a crystal plaque and cash.



A Note of Appreciation

I would like to thank the Management and staff for their good work in ensuring the smooth running of the Club's operations. I would also like to express my appreciation to members for their encouragement and support, especially in giving compliments to staff. Such

compliments truly motivate and inspire them to excel in their job in delivering a great Club experience for members.

RANDY SNG
Chairman, Human Resource



Length of Service	Name	Department
40 years	Irene Ee	Membership Relations
25 years	Tan Seow Peng Jennifer	General Manager's Office
20 years	Lim Tian Seng	Sports & Recreation
	Loo Suet Fong Joanna	Maintenance & Housekeeping
	Zaleha Bte Mohd Hanibah	Sports & Recreation
15 years	Chang Yee Ling Casey	Sports & Recreation
	Ravichandran A/L Krishnan	Food & Beverage
	Sokalingam A/L Ramasamy	Security
	Tan Ah Hua	Maintenance & Housekeeping
	Toh Moy Lan	Maintenance & Housekeeping
5 years	Joe Marie Walican Cabagua	Food & Beverage
	Russell Neri Aguilera	Food & Beverage
	Wong Lai Thim	Food & Beverage
	Xiao Ai Dang	Maintenance & Housekeeping
	Yee Ooi Leng Tabitha	Finance
	Yip Mei Lan Constance	Purchasing



Staff Commendation Award

A special commendation award was also presented to Johari Bin Noordin, Chief Gym Instructor, during the Staff Dinner & Dance 2015 for his courageous and exemplary acts in the Club's emergency response initiatives.

The Year Ahead

The key challenges faced by the Club revolve around staff recruitment. With the aging Singapore workforce, restrictions on hiring foreign workers and increase in foreign worker levy, the Club will have to manage the higher manpower costs. There are also changes in employment regulations introduced by the government which can pose additional challenges for the Club. Nevertheless, the Club continues to be committed to invest in its staff, retain and engage them by providing them with a supportive work environment and training opportunities for their growth and development.

Serangoon Gardens Country Club

MINUTES OF 57TH ANNUAL GENERAL MEETING HELD ON 22 JUNE 2014

GENERAL COMMITTEE (GC)

President	Mr Anthony Lim Seng Chye (Chairman)
Honorary Secretary	Mr Randy Sng Yong Hoe
Honorary Treasurer	Ms Genie Sugene Gan
Asst Honorary Treasurer	Mr Kevin Kwek Chok Yen
Committee Members	Mr Peter Chia Kwang Hai Ms Serena Goh Mui Hoon Mr Andy Lau Kian Koon Mr Bob Mong Tiang Seng Mr Lee Say Yeow

Trustees	Mr Hendrick Koh Mr Anthony Tan
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Auditors	Ms Angela Lee Ms Ong Yimin <i>HLB Atrede LLP</i> <i>Certified Public Accountants</i>
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IN ATTENDANCE

General Manager	Mr Joseph Woon
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Absent with Apologies

Trustee	Mr Michael Khor
Committee Member	Ms Tracy Peck Lee Fong
Committee Member	Mr Benjamin Leo Wong Van Tse

Total Number of Voting Members Present: 117

1.0 PRELIMINARIES

With a quorum present as confirmed by the General Manager, the President called the meeting to order at 1.05 pm and extended a warm welcome to all members to the 57th Annual General Meeting.

2.0 PRESENTATION OF TOKENS OF APPRECIATION

Before proceeding with agenda item one - Election of the General Committee (GC) - the General Manager called upon Club Trustee, Mr Hendrick Koh, to present tokens of appreciation to the outgoing GC members who have completed their terms of office from June 2012 to June 2014:-

Anthony Lim Seng Chye	President Chairman of Projects & Tender Chairman of Human Resource
Genie Sugene Gan	Honorary Treasurer Chairman of Finance Deputy Chairman of Service Excellence
Kevin Kwek Chok Yen	Assistant Honorary Treasurer Chairman of Membership & Disciplinary Deputy Chairman of Sports & Recreation
Peter Chia Kwang Hai	Committee Member Chairman of Security
Andy Lau Kian Koon	Committee Member Chairman of Sports & Recreation
Bob Mong Tiang Seng	Committee Member Chairman of Maintenance & Safety Deputy Chairman of Food & Beverage (Banquet)
Benjamin Leo Wong Van Tse	Committee Member Deputy Chairman of Sports & Recreation

3.0 PRESIDENT'S ADDRESS

Introduction

In his opening address, the President thanked members for their encouragement and requests for him to run for a second term. He appreciated their confidence in him. Although he had planned for full retirement from work so that he could be fully dedicated to overseeing the Club, his work continues to warrant his attention. Since he was not able to commit his time to the Club more fully than he had intended, he felt that it would be better for someone else to take on the responsibilities of President. He had approached Honorary Secretary, Mr Randy Sng, who graciously agreed to take over the baton from him.

Highlights of Last Year's Financial Results and Key Initiatives

Financial Overview

Overall, the Club did reasonably well in financial year (FY) 2013/2014. Although income was down from the previous year's \$7.02 million to \$6.96 million by 0.9%, the expenditure was reduced by \$754k or 12%, partly due to savings from property tax. Last year, the Club had to pay property tax that was re-assessed at \$1.75 million for the period 2007 to 2012. After an appeal and successful negotiation with the Inland Revenue Authority of Singapore (IRAS) through our appointed property tax consultant, the Club managed to reduce the tax payment to \$1.39 million, resulting in savings of \$365k. Due to the re-assessment and subsequent adjustments made to the property tax, there is a reduction of \$862k registered in FY 2013/2014 as compared to the year before, which led to the overall reduction of \$754k in total expenditure.

On the F&B front, the Club did well, reducing the F&B deficit from \$373k in FY 2012/2013 to \$133k in FY 2013/2014, largely due to the improvement in banquet sales. Total F&B sales increased by 8.6% and with well contained costs, this led to good improvement in the overall F&B results.

FY 2013/2014 closed with a net surplus of \$1.512 million before depreciation, gain or loss on disposal of property, plant and equipment, and tax, compared to \$822k in the previous year, reflecting an improvement of 83.9%. Net deficit after depreciation, gain or loss on disposal of property, plant and equipment, and tax was \$180k, compared to \$718k net deficit in the previous year.

The Club also did well in terms of its cash reserves. It topped up the reserves by \$183k compared to the previous year. This brought the Club's reserves to \$5.418 million, which is slightly above the \$5.009 million in FY 2011/2012, when Mr Lim first took over as President. Mr Lim is glad to see the Club's reserves strengthened despite the few major projects that the Club undertook during his two-year term.

Key Initiatives

When Mr Lim took over as President in 2012, one of his main thrusts was to enhance the Club's status as "The Best Family Club in Singapore". He expressed his thanks to the GC members who had sacrificed their precious time attending the countless meetings and supporting him in handling the projects that were completed during the past two years. One of the most satisfying projects was the transformation of the Main Lobby into a modern looking hotel-like one, and addressing the heat problem by installing sun shades and replacing the old air-conditioner units with a new and more efficient system. Besides achieving energy and cost savings, members and guests get to relax in a cooler and cosier environment.

To bring about a more vibrant and inclusive Club, the former Sports Bar was turned into two separate facilities, namely, the Crossroads Lounge - a music lounge for the adults and The Hangout - a dedicated place for children and youths. This has enabled the Club to increase activities across the board, catering to the interests of various groups. The darters were very supportive of the GC's vision, and with their blessing, the darts section at the previous Sports Bar was freed up to create space for The Hangout. In turn, the darters were provided a new space on the second floor of the New Wing which is now called the Darts Lounge.

With dance classes gaining popularity, a mirror was installed on one side of the dance floor at the Dance & Music Lounge so that it doubles up as a venue for dance classes during off-peak periods. With all the initiatives and entertainment activities on the second floor, the GC rebranded the entire second level of the New Wing as Club Twenty-Two.

Other areas of improvement:-

- Created additional seating capacity at the Atrium Cafe to cater to the growing weekend crowd;
- Set up umbrella clusters at the swimming pool deck to create additional seating capacity;
- Spruced up the Garden Grill outdoor terrace for alfresco dining;
- Designated smoking areas at the Beer Garden, near the guard house and at the back of the Palm Wing building;
- Created the Heritage Wall at the Main Lobby to showcase the history of the Club;
- Installed additional CCTV (closed-circuit television) cameras to enhance security surveillance;
- Installed a lightning detector system to forewarn members of impending lightning;
- Installed new lockers near the pool area for members to deposit their personal belongings;
- Spruced up the Heliconia Wing building's facade with a new SGCC logo, and the Kensington Ballroom with a new carpet;
- Expanded the Aerobics Room to accommodate a larger number of participants, as the fitness classes were growing in demand;
- Renovated the Gardens Bowl for a fresher and more modern look

Sports & Recreation

On the sporting front, Mr Lim congratulated the sportsmen and sportswomen who have done SGCC proud. He commented that SGCC has done exceedingly well in sports, with some members even making it to the national level. He expressed his thanks to all parents and coaches who have sacrificed much of their time in training and guiding the children to do well in their respective sports.

Acknowledgement and Appreciation

Mr Lim said he was indeed fortunate to have a cohesive team of GC members who had always been passionate, understanding and supportive of the majority's view and stood behind decisions made. The time and effort that each of them had dedicated to the various portfolios had been crucial to the Club's success. Among the current members, Ms Genie Sugene Gan, Mr Andy Lau and Mr Benjamin Wong were not seeking re-election. Mr Lim thanked them for their valuable support and acknowledged their roles and contributions. In addition, he was also appreciative of the good work done by the rest of the GC members, Mr Bob Mong, Mr Peter Chia, Mr Lee Say Yeow, Mr Kevin Kwek, Ms Serena Goh and Ms Tracy Peck. He expressed confidence that the President-elect, Mr Randy Sng and his new team will take the Club to greater heights.

Mr Lim also expressed his appreciation to all staff working behind the scenes at the Club. He thanked the General Manager, Mr Joseph Woon and his management team for their dedication and hard work in making the Club a better place. He is confident that they will continue to show their strong support for the next President and his team.

Closing

Mr Lim said he felt a sense of achievement, as he handed over the reins of office to the next President, that he had accomplished some of the important priorities he had set out to do. Taking a quote from former president Mr Leong Keng Thai, "We joined the Club to make more friends", he was glad and grateful to have indeed made some great friends. Last but not least, Mr Lim thanked the members for their support and encouragement. All in all, he has had a fulfilling term serving the Club as President.

4.0 TO ELECT MEMBERS OF THE GENERAL COMMITTEE

- 4.1 The President announced that 10 nominations had been received for election to the 10 seats at the close of nominations on 14 June 2014.

As all the 10 nominations were received unopposed, the nominees were, therefore, duly elected to their respective offices:

President

Randy Sng Yong Hoe

Vice-President

Kevin Kwek Chok Yen

Honorary Secretary

Bob Mong Tiang Seng

Honorary Treasurer

Koh Jin Kit

Assistant Honorary Treasurer

Peter Chia Kwang Hai

Assistant Honorary Secretary

Edmond Tan Chok Jueh

Committee Members

Foo Maw Shen

Frederick Kang Hong Chee

Gilbert Low Teck Hian

Janet Yeong Mei Heng

5.0 INCOMING PRESIDENT'S ADDRESS

Introduction

Opening his address after the introduction by the elected Committee members, Mr Randy Sng thanked members for their confidence in him and his team. He said that his team of GC members comprises a group of talented individuals from diverse backgrounds who have come forward, alongside him, to

form the GC for the next term. He assured members that they will continue the good work done to ensure the continual success of the Club. He said that the immediate challenge is to get the new GC team and the Management team to work in synergy, as the Management forms the cornerstone of the Club and is key to the execution of all the initiatives set forth by the GC. With the support of the members, Mr Sng said he would rise to the challenge and make the Club a better place for everyone.

About Randy Sng

Mr Randy Sng last served as the Honorary Secretary of the Club. He has been a Club member for 11 years, and has served in the Club's General Committee for 3 years. During his term, he held various roles such as Service Excellence Chairman, and advisor to the Senior Members' Social Sub-Committee. He enjoys the company of the senior members and would, out of passion, conduct courses for the senior members during his own free time. He said, in jest, that he was not going to turn this club into a senior members' club. The senior members will continue to enjoy the benefits that they are currently enjoying. With the new GC team, he hoped that they would be able to come out with diverse views and yet, collectively serve the Club well.

Moving Forward

Taking over the baton from President Anthony Lim, Mr Sng's first priority is to move forward two key projects:

Renovation of Atrium Cafe

Plans are already underway to renovate Atrium Cafe, aimed at improving the décor and increasing seating capacity. Currently, the Atrium Cafe is dimly lit and patrons encounter long waiting times during peak periods.

Proposed Provision of a New Lift at Heliconia Wing

This project is at the feasibility study stage. Presently, access to the Kensington Ballroom at Heliconia Wing is via the spiral staircase or the lift situated at the back of the Kensington Ballroom, which makes it very inconvenient for Club members and banquet guests. This project came about as a result of much feedback from banquet clients and members, and brainstorming sessions among the GC members and management team on initiatives to increase banquet revenue.

Mr Sng stated that he would also like to review the entertainment options at the bar outlets, particularly during lull periods or non-operating hours. Presently, the F&B Sub-Committee is trying to bring in a band that could perform various types of music, to attract different members to the Club.

Acknowledging that the Club already has a lot of infrastructure in place, he said that it would not be easy for him to come up with a 5-year or 10-year plan. Instead, he would like to leverage on what the Club has, and build more content around it, i.e. coming up with more programmes so that the Club could attract further patronage to improve revenue. He added that the Club's vision to be the best family Club in Singapore resonates well with him and also with many members, and he will definitely see to it that the Club continues to live up to its vision. To sum up, Mr Sng said that he is basically "going back to the basics" i.e. looking at the fundamentals.

Closing

With the encouragement and support from everyone, Mr Sng is confident that he could contribute well in his role as President and along with all the GC members, bring the Club to the next level and make SGCC a better place for everyone.

6.0 TO CONFIRM THE MINUTES OF THE 56TH ANNUAL GENERAL MEETING ON 23 JUNE 2013

The minutes of the 56th Annual General Meeting held on 23 June 2013, which were circulated as part of the Annual Report, were duly confirmed as proposed by Ms Joan Liew and seconded by Ms Lily Goh.

7.0 TO RECEIVE THE ANNUAL REPORT AND ADOPT THE ACCOUNTS FOR THE YEAR ENDING 31 MARCH 2014

There being no comments or questions from the floor, the Annual Report and Accounts for the year ending 31 March 2014 were received and passed as proposed by Mr Sam Choo and seconded by Ms Molly Chua.

8.0 TO APPOINT AUDITORS FOR THE ENSUING YEAR

Ms Genie Sugene Gan (Honorary Treasurer) reported that the General Committee was satisfied with the services of the present auditors, HLB Atrede LLP. She proposed that HLB Atrede LLP be appointed as the Club's auditors for the ensuing financial year. This was seconded by Mr Heng Cher Joo.

9.0 TO TRANSACT ANY OTHER BUSINESS OF WHICH 7 CLEAR DAYS' NOTICE HAD BEEN GIVEN IN WRITING TO THE HONORARY SECRETARY

- 9.1 The General Manager (GM) informed the House that the Club had received one letter under Any Other Business of which 7 clear days' notice had been duly given. The letter was from Mr Teng Leng Hock.

GM shared with the House the contents of the letter, a copy of which was flashed on the projector screen. In essence, Mr Teng queried regarding the following:

- i) The Club's master plan for the next 5 to 10 years;
- ii) The cost of upgrading the Crossroads Lounge (formerly the Sports Bar). Mr Teng questioned the rationale of the upgrading works, which took place within a relatively short space of time after the opening of the Sports Bar; and whether there were any justifiable benefits reaped from this upgrade;
- iii) The average weekly/monthly revenue before and after the upgrading works on the Crossroads Lounge

- 9.1.1 In response, GM agreed that a master plan for the next 5 to 10 years is good, especially for large-scale projects spanning over a longer time frame. As highlighted by the President-elect about his vision and plans for the next term, GM said the upcoming project that is poised to take place is the Atrium Cafe's renovation, and possibly next, the Heliconia Wing's external lift, which is currently at the feasibility study stage. Notwithstanding, shorter-term and smaller-scale projects, especially in relation to the upkeep and maintenance of facilities, will continue to take place.

In line with the President's vision for the Club to become vibrant and inclusive and the best family Club in Singapore, GM said Crossroads Lounge was converted from the old Sports Bar and carved into two areas - one for social drinking, relaxing and entertainment (Crossroads Lounge) and the other as a place for children and youths (The Hangout).

With a sense of appreciation and due respect to Mr Teng, GM said Mr Teng was part of the Project Committee behind this endeavor, in which the old Sports Bar was carved into two and the darts area moved to the second level of the New Wing, freeing up space to accommodate separate facilities for the children and adults. Consequently, the Club now has a dedicated place which youths could call their own and this adds to the vibrancy of the Club. In fact, following the creation of The Hangout, the Club has seen many more youths showing up as compared to before. The Club also received many positive comments and feedback from members, following the renovation work related to Crossroads Lounge, The Hangout and the Main Lobby.

- 9.1.2 As for the construction cost, GM stated that the cost of the initial construction of the Sports Bar was not separated but lumped into the overall project cost of the entire New Wing. Similarly, for the new Crossroads Lounge, its renovation cost was included in the total cost of creating Crossroads Lounge, The Hangout, and upgrading the Main Lobby.
- 9.1.3 Responding to the query on Crossroads Lounge's revenue before and after the renovation work, GM referred the House to the slides presented on the screen. He stated that the revenue had, in fact, improved after the renovation work. The average monthly sales from January to October 2012 (not including the renovation period from November to December 2012) were \$47,385 and this had improved to \$49,157 for the equivalent period in 2013; and the average weekly sales from \$10,774 to \$11,139 correspondingly. GM highlighted two notable points:
- (i) Beverage sales to the darters which were previously captured under Sports Bar revenue are no longer captured in Crossroads Lounge revenue. Hence, had this component been factored in, the improvement in revenue after the renovation would be even higher. In terms of average monthly sales per square metre, it had also improved from \$207 to \$261 after the renovation.
 - (ii) The area freed up for The Hangout for youths is an important milestone achieved, adding value to the "family club" image and comes with intangible and qualitative benefits which should not be overlooked or disregarded.
- 9.1.4 Mr Teng acknowledged that he was part of the Project Committee, but it did not imply that he was agreeable to what was being done. As a Committee member, he contributed to the discussion regarding improvements to the Club so that the project could move on. Mr Teng said he would like it to be put on record that he was not for it and like any other sub-committee matters, the decision was made based on agreement by the majority.
- 9.2 As a side note, Mr Teng wanted to know whether the Sports Bar contributed the most as compared to other F&B outlets, like Garden Grill and Dance & Music Lounge (DML).
- 9.2.1. GM explained that in the financial management reporting, Sports Bar, DML as well as KTV are defined as one profit centre. The other profit centers are Coffee Deli, Atrium Cafe, Garden Grill and Banquet. Of all these outlets, taking the financial year 2012/2013 into account, the outlet that was making the most contribution was Banquet. But taking Banquet aside, the next outlet that generated most contribution was Coffee Deli.

- 9.2.2. "What comes next?" Mr Teng asked. He said he knew there were separate sales figures for DML and Sports Bar and reckoned that on average, the Sports Bar's revenue was almost double what the DML was generating. Likewise, if Coffee Deli was also doing well, he questioned the rationale why no priority was given to this outlet as well as Atrium Cafe for upgrading then. Atrium Cafe is badly in need of renovation as compared to Sports Bar which was renovated less than 5 years ago. He stated that it was time for the Committee to consult members on what they want done.
- 9.2.3. In response, President clarified that there was proper study and deliberation by the Committee before embarking on any project. Refuting Mr Teng's comments that he was not agreeable to the project while he was in the Project Committee, the President stated that there were minutes recorded to attest that Mr Teng was part of the Project Committee that had approved the project.
- 9.2.4. GM clarified that the minutes were statements of facts. With due respect, Mr Teng was very much part of the Project Committee until December 2012.
- 9.2.5. Mr Teng acknowledged that he did suggest in the meeting to move the darts section to the second level of the new wing to make things work and go smoothly, for the improvement of the Club.
- 9.2.6. The President thanked Mr Teng for his comments and noted that he meant well for the Club.
- 9.3. Before drawing the general meeting to a close, a short dialogue session, which is not part of the AGM, was held with members as per usual tradition.

10 VOTE OF THANKS

The President-elect, Mr Randy Sng, proposed a vote of thanks to Mr Anthony Lim for his stewardship during his 2-year tenure as President. He also extended his thanks to members for their support in electing him and his team to form the GC for the next term.

11 ADJOURNMENT

There being no other matters, the President thanked members for their attendance and adjourned the meeting at 2.30pm.

A CORRECT RECORD



RANDY SNG
Honorary Secretary

Serangoon Gardens Country Club

(Reg. No. UEN S55SS0010E)

GENERAL COMMITTEE'S REPORT AND AUDITED FINANCIAL STATEMENTS

For the year ended 31 March 2015

GENERAL COMMITTEE MEMBERS

President	:	Randy Sng Yong Hoe
Vice President	:	Kevin Kwek Chok Yen
Honorary Secretary	:	Bob Mong Tiang Seng
Honorary Treasurer	:	Koh Jin Kit
Assistant Honorary Secretary	:	Edmond Tan Chok Jueh
Assistant Honorary Treasurer	:	Peter Chia Kwang Hai
Committee Member	:	Foo Maw Shen
Committee Member	:	Serena Goh Mui Hoon
Committee Member	:	Frederick Kang Hong Chee
Committee Member	:	Gilbert Low Teck Hian
Committee Member	:	Lee Say Yeow
Committee Member	:	Janet Yeong Mei Heng
Committee Member	:	Tracy Peck Lee Fong (Resigned on 26 July 2014)

INDEPENDENT AUDITOR

HLB Atrede LLP

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Statement by General Committee

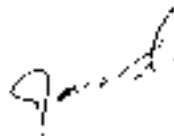
In the opinion of the General Committee,

- (a) the accompanying balance sheet, statement of comprehensive income, statement of changes in funds and cash flow statement together with notes thereto are drawn up so as to give a true and fair view of the state of affairs of Serangoon Gardens Country Club (the "Club") as at 31 March 2015 and the results of the operations, changes in funds and cash flows of the Club for the year ended on that date; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Club will be able to pay its debts as and when they fall due.

On behalf of the General Committee,



Randy Sng Yong Hoe
President



Koh Jin Kit
Honorary Treasurer

Singapore
28 May 2015

**Independent Auditor's Report
to the Members of Serangoon Gardens Country Club*****Report on the Financial Statements***

We have audited the accompanying financial statements of Serangoon Gardens Country Club (the "Club"), which comprise the balance sheet as at 31 March 2015, and the statement of comprehensive income, statement of changes in funds and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

General Committee's Responsibility for the Financial Statements

The General Committee is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of Societies Act Chapter 311 (the "Act") and Singapore Financial Reporting Standards, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair profit and loss accounts and balance sheet and to maintain accountability of assets.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Independent Auditor's Report
to the Members of Serangoon Gardens Country Club – continued**

Opinion

In our opinion, the financial statements of the Club are properly drawn up in accordance with the provisions of the Societies Act and Singapore Financial Reporting Standards so as to give a true and fair view of the state of affairs of the Club as at 31 March 2015 and the results, changes in funds and cash flows of the Club for the year ended on that date.

Report on Other Legal and Regulatory Requirements

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



HLB Atride LLP
Public Accountants and
Chartered Accountants

Singapore
28 May 2015

FINANCIAL STATEMENTS

Balance Sheet as at 31 March 2015

	Note	2015 \$	2014 \$
Assets			
Non-current			
Property, plant and equipment	3	23,491,451	24,654,676
Members' receivables	4	<u>537,762</u>	<u>534,591</u>
		<u>24,029,213</u>	<u>25,189,267</u>
Current			
Inventories	5	136,899	135,175
Members' receivables	4	1,291,254	1,334,668
Sundry receivables, deposits and prepayment	6	364,854	343,678
Interest receivables		4,877	3,791
Fixed deposits	7	2,668,497	2,660,562
Cash and cash equivalents	7	<u>3,544,035</u>	<u>2,757,456</u>
		<u>8,010,416</u>	<u>7,235,330</u>
Total assets		<u><u>32,039,629</u></u>	<u><u>32,424,597</u></u>
Funds			
Accumulated funds	8	<u>28,756,830</u>	<u>28,957,220</u>
		<u>28,756,830</u>	<u>28,957,220</u>
Liabilities			
Current			
Creditors and accruals	9	2,136,439	2,080,117
Subscriptions charged in advance		285,060	281,145
Members' credit balances and deposits		769,791	772,808
Property tax payable		46,542	196,449
Tax payable		<u>44,967</u>	<u>136,858</u>
		<u>3,282,799</u>	<u>3,467,377</u>
Total funds and liabilities		<u><u>32,039,629</u></u>	<u><u>32,424,597</u></u>

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

FINANCIAL STATEMENTS

Statement of Comprehensive Income for the financial year ended 31 March 2015

	Note	2015 \$	2014 \$(Reclassified)
INCOME			
Subscriptions		3,423,225	3,351,142
Transfer fees		427,610	354,500
Entrance fees		1,218,561	1,732,195
Interest income – fixed deposits		11,054	10,189
Miscellaneous income	10	350,023	317,333
Lease rental income		479,105	484,233
Contributions/(deficits) from:			
Fruit machines	11	1,237,753	765,623
Facilities booking	12	220,572	234,803
Other activities	13	62,349	461
Food and beverage	14	(53,741)	(132,593)
		<u>7,376,511</u>	<u>7,117,886</u>
Less:			
EXPENDITURE			
Operating and administrative	15	4,303,656	4,012,640
Repairs, maintenance and housekeeping	16	551,018	493,661
Water and electricity		980,056	1,099,645
		<u>5,834,730</u>	<u>5,605,946</u>
NET SURPLUS BEFORE DEPRECIATION		1,541,781	1,511,940
Depreciation of property, plant and equipment		(1,741,697)	(1,673,342)
(Loss)/gain on disposal of property, plant and equipment		(8,507)	24,307
NET DEFICIT BEFORE TAX		(208,423)	(137,095)
Income tax credit/(expense)	17	8,033	(43,260)
NET DEFICIT AFTER TAX		(200,390)	(180,355)
Other comprehensive income		–	–
TOTAL COMPREHENSIVE LOSS			
FOR THE YEAR		<u>(200,390)</u>	<u>(180,355)</u>

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

Statement of Changes in Funds for the financial year ended 31 March 2015

	Total accumulated funds \$
Balance at 1 April 2013	29,137,575
Total comprehensive loss for the year	<u>(180,355)</u>
Balance at 31 March 2014	28,957,220
Total comprehensive loss for the year	<u>(200,390)</u>
Balance at 31 March 2015	<u><u>28,756,830</u></u>

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

Cash Flow Statement for the financial year ended 31 March 2015

	2015	2014
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Net deficit before tax	(208,423)	(137,095)
Adjustments for:		
Depreciation of property, plant and equipment	1,741,697	1,673,342
Loss/(gain) on disposal of property, plant and equipment	8,507	(24,307)
Interest income	(11,054)	(10,189)
Surplus before working capital changes	1,530,727	1,501,751
(Increase)/decrease in inventories	(1,724)	9,958
Decrease in operating receivables	17,981	4,243
Decrease in operating payables	(92,687)	(213,808)
Cash generated from operations	1,454,297	1,302,144
Income tax paid	(83,858)	(31,972)
Net cash flows from operating activities	1,370,439	1,270,172
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(586,979)	(1,149,790)
Proceeds from disposal of property, plant and equipment	–	52,653
Increase in fixed deposits	(7,935)	(8,551)
Interest received	11,054	10,189
Net cash flows used in investing activities	(583,860)	(1,095,499)
Net increase in cash and cash equivalents	786,579	174,673
Cash and cash equivalents at beginning of year	2,757,456	2,582,783
Cash and cash equivalents at end of year (Note 7)	3,544,035	2,757,456

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

Notes to the Financial Statements – 31 March 2015

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

1. GENERAL INFORMATION

The Club is registered under the Societies Act Chapter 311 and domiciled in Singapore.

The registered office and principal place of activities is located at 22, Kensington Park Road, Singapore 557271.

The principal activities of the Club are to promote the interest of the Club members, provide recreational activities and other activities for the welfare and well-being of its members.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**(a) Basis of preparation**

The financial statements have been prepared in accordance with the Societies Act and Singapore Financial Reporting Standards (FRS).

The financial statements have been prepared on the historical cost basis except where otherwise described in the accounting policies below.

The financial statements are presented in Singapore Dollars (SGD or \$) and all values are rounded to the nearest one-dollar unless otherwise stated.

The accounting policies adopted are consistent with those used in the previous financial year except in current financial year, the Club has adopted all applicable new and revised FRS and Interpretations of FRS ("INT FRS") that are relevant to its operations and effective for the current financial year. The adoption of these new and revised FRS and INT FRS did not result in any changes to the Club's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

Standards issued but not yet effective

The Club has not adopted the following standards and interpretations which are potentially relevant to the Club that has been issued but not yet effective:

	Effective date (Annual periods beginning on or after)
Improvements to FRSs (January 2014)	
– Amendment to FRS 16 Property, Plant and Equipment	1 July 2014
Improvements to FRSs (February 2014)	
– Amendment to FRS 113 Fair Value Measurement	1 July 2014

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(a) **Basis of preparation (continued)**

	Effective date (Annual periods beginning on or after)
Improvements to FRSs (November 2014)	
FRS 107 Financial Instruments: Disclosures	1 January 2016
FRS 19 Employee Benefits	1 January 2016

The General Committee expect that the adoption of the standards and interpretations above will have no material impact on the financial statements in the period of initial application.

(b) **Significant accounting estimates and judgements**

The preparation of the Club's financial statements requires Management to make judgements, estimates and assumptions that affect the reported amounts of revenue, expenses, assets, liabilities, and disclosure of contingent liabilities at the end of each reporting period. Although these estimates are based on Management's best knowledge of current events and actions, actual results may differ from those estimates.

(i) *Key sources of estimation uncertainty*

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting period are discussed below. The Club based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Club. Such changes are reflected in the assumptions when they occur.

- *Useful lives of plant and equipment*

The cost of plant and equipment is depreciated on a straight-line basis over the plant and equipment's estimated economic useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 50 years. These are common life expectancies applied in the industry. Changes in the expected level of usage and technological developments could impact the economic useful lives of these assets, therefore, future depreciation charges could be revised. The carrying amount of the plant and equipment at the end of each reporting period is disclosed in Note 3 to the financial statements. A 1% difference in the expected useful lives of these assets from Management's estimates would result in approximately 1% (2014: 2%) variance in the profit before tax.

(ii) *Judgement made in applying accounting policies*

There were no material judgements made by Management in the process of applying the Club's accounting policies that have the most significant effect on the amounts recognised in the financial statements.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(c) Property, plant and equipment**

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment other than freehold and leasehold properties are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost includes the cost of replacing part of the property, plant and equipment and borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying property, plant and equipment. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Club and the cost of the item can be measured reliably.

When significant parts of property, plant and equipment are required to be replaced in intervals, the Club recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Clubhouse buildings and underpass	–	50 years
Furniture, fittings and office equipment	–	5 years
Pool, gymnasium and electrical equipment	–	5 years
Amusement equipment	–	3 years
Renovation	–	5 years
Computer	–	3 years
Motor vehicles	–	5 years
Container	–	5 years
Bowling equipment	–	10 years
Kitchenware, crockery and utensils	–	5 years

Fully depreciated assets are retained in the financial statements until they are no longer in use.

For acquisition and disposals of property, plant and equipment, depreciation is provided in the month of acquisition and no depreciation is provided in the month of disposal.

Property, plant and equipment with individual cost of \$500 and below are expensed in the profit or loss in the year of purchase.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) **Property, plant and equipment (continued)**

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

(d) **Impairment of non-financial assets**

The Club assesses at each reporting date whether there is an indication that a non-financial asset, may be impaired. If any such an indication exists, or when annual impairment testing for an asset is required, the Club makes an estimate of the asset's recoverable amount.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the cash generation unit to which the asset belongs.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease.

(e) **Financial assets**

Initial recognition and measurement

Financial assets are recognised when, and only when, the Club becomes a party to the contractual provision of the financial instrument. The Club determines the classification of its financial assets at initial recognition.

When a financial asset is recognised initially, the Club shall measure it at its fair value, plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of financial asset.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

(i) *Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss include financial assets held for trading. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. This category includes derivative financial instruments entered into by the Club that are not designated as hedging instruments in hedge relationships as defined by FRS 39. Derivatives including separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(e) Financial assets (continued)*****Subsequent measurement (continued)*****(i) Financial assets at fair value through profit or loss (continued)**

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial assets are recognised in profit or loss.

The Club has not designated any financial assets upon initial recognition at fair value through profit or loss.

(ii) Held-to-maturity investment

Non-derivative financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Club has the positive intention and ability to hold the investments to maturity. Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the held-to-maturity investments are derecognised or impaired, and through the amortisation process.

(iii) Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

(iv) Available-for-sale financial assets

Available-for-sale financial assets include equity and debt securities. Equity investment classified as available-for-sale are those, which are neither classified as held for trading nor designated at fair value through profit or loss.

After initial recognition, available-for-sale financial assets are subsequently measured at fair value. Any gains or losses arising from changes in the fair value of the financial asset are recognised in other comprehensive income, except that impairment losses, foreign exchange gains and losses on monetary instruments and interest calculated using the effective interest method are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is derecognised.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(e) Financial assets (continued)*****Derecognition***

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

Regular way purchase or sale of a financial asset

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date i.e., the date that the Club commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

(f) Impairment of financial assets

The Club assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

(i) Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Club first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Club determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The loss is recognised in the profit or loss.

When the asset becomes uncollectible, the carrying amount of impaired financial asset is reduced directly or if an amount was charged to the allowance account, the amount charged to the allowance account is written off against the carrying value of the financial asset.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(f) Impairment of financial assets (continued)****(i) Financial assets carried at amortised cost (continued)**

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Club considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying value of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in profit or loss.

(ii) Financial assets carried at cost

If there is objective evidence that an impairment loss on a financial asset carried at cost has been incurred (such as significant adverse changes in the business environment where the issuer operates, probability of insolvency or significant financial difficulties of the issuer) the impairment loss is recognised and the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed in subsequent periods.

(iii) Available-for-sale financial assets

In the case of equity investments classified as available-for-sale, objective evidence of impairment include (i) significant financial difficulty of the issuer or obligor, (ii) information about significant changes with an adverse effect that have taken place in the technological, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in equity instrument may not be recovered; and (iii) a significant or prolonged decline in the fair value of the investment below its cost. 'Significant' is to be evaluated against the original cost of the investment and 'prolonged' against the period in which the fair value has been below its original cost.

If an available-for-sale financial asset is impaired, an amount comprising the difference between its cost (net of any principal payment and amortisation) and its current fair value, less any impairment loss previously recognised in profit or loss, is transferred from other comprehensive income and recognised in profit or loss. Reversals of impairment losses in respect of equity instruments are not recognised in profit or loss; increase in their fair value after impairment are recognised directly in other comprehensive income.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) **Financial liabilities**

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Club becomes a party to the contractual provisions of the financial instrument. The Club determines the classification of its financial liabilities at initial recognition.

When a financial liability is recognised initially, the Club shall measure it at its fair value plus, in the case of a financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of financial liability.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

(i) *Financial liabilities at fair value through profit or loss*

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in profit or loss.

The Club has not designated any financial liabilities upon initial recognition at fair value through profit or loss.

(ii) *Financial liabilities at amortised cost*

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the profit or loss.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(h) Inventories**

Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

Consumable stocks and stores – weighted average basis

Where necessary, allowance is provided for damaged, obsolete and slow moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

The amount of any write-down of inventories to net realisable value and all losses of inventories shall be recognised as an expense in the period the write-down or loss occurs.

The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, shall be recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurred.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

(i) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at bank and fixed deposits.

(j) Trade and other payables

Trade and other payables are non-interest bearing and trade payables are normally settled on 30 to 60 days' terms while other payables have varied payment terms depending on the nature of the payables.

(k) Provisions

Provisions are recognised when the Club has a present obligation (legal or constructive) as a result of a past event, and when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(l) **Employee benefits**

(i) *Defined contribution plans*

Defined contribution plans are post-employment benefit plans under which the Club pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

In particular, the Club makes contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution pension scheme. These contributions are recognised as an expense in the period in which the related service is performed.

(ii) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the end of the reporting period.

(m) **Leases**

Leases where the Club retains substantially all the risks and rewards of ownership of the asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same bases as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(n) **Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Club and the revenue can be reliably measured regardless of when the payment is made. Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes. The following specific recognition criteria must also be met before revenue is recognised:

(i) *Revenue from food and beverage*

Revenue from food and beverage operations is recognised upon the point of sale of food and beverage to members and customers. Revenue represents the value of food and beverage, net of discounts and goods and services tax.

(ii) *Rental income*

Rental income arising from the Club's property is recognised on a straight-line basis over the lease term on ongoing leases.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**(n) Revenue (continued)****(iii) Interest income**

Interest income is recognised using the effective interest method.

(iv) Subscription fees

Subscription fees are recognised when they are due for payment.

(v) Entrance and transfer fees

The entrance and transfer fees are recognised in full in the financial year in which new members are admitted or transferred.

(vi) Fruit machines income

Fruit machines income is recognised on receipt basis.

(o) Taxes**(i) Current income tax**

The Club's income tax is subject to provision of section 11(1) of the Singapore Income Tax Act. It is deemed not to carry on business if at least half of its gross receipts in revenue account are from its members, and such revenue is not subject to tax.

Any other sources of income derived from dealing with non-members are taxable.

The income tax rate applicable is on the effective rate in Part B of Second Schedules of the Act, which is limited to corporate income tax of 17%.

(ii) Goods and services tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax ("GST") except:

- Where the goods and services tax incurred in a purchase of assets or services is not recoverable from the taxation authority, in which case the goods and services tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of goods and services tax included.

The net amount of goods and services tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

3. PROPERTY, PLANT AND EQUIPMENT

	Clubhouse buildings and underpass \$	Furniture, fittings and office equipment \$	Pool, gymnasium and electrical equipment \$	Amusement equipment \$	Renovation \$	Computer \$
Cost:						
At 1 April 2013	34,099,048	2,339,853	3,851,434	793,310	4,620,102	1,038,560
Additions	89,848	169,447	352,456	91,000	323,901	78,348
Disposal/written off	(3,320)	(45,439)	(10,086)	(22,680)	–	–
At 31 March 2014 and 1 April 2014	34,185,576	2,463,861	4,193,804	861,630	4,944,003	1,116,908
Additions	12,610	100,749	223,909	89,313	122,716	9,883
Disposal/written off	(5,999)	(36,251)	(53,597)	(131,600)	–	(1,530)
At 31 March 2015	34,192,187	2,528,359	4,364,116	819,343	5,066,719	1,125,261
Accumulated depreciation:						
At 1 April 2013	11,174,980	1,917,647	3,498,872	640,380	3,504,888	969,751
Charge for the year	696,143	171,148	135,617	94,788	460,662	53,862
Disposal/written off	(1,848)	(39,174)	(10,086)	(22,680)	–	–
At 31 March 2014 and 1 April 2014	11,869,275	2,049,621	3,624,403	712,488	3,965,550	1,023,613
Charge for the year	713,228	169,775	192,892	99,915	462,958	50,587
Disposal/written off	(2,236)	(35,134)	(49,970)	(131,600)	–	(1,530)
At 31 March 2015	12,580,267	2,184,262	3,767,325	680,803	4,428,508	1,072,670
Net carrying amount:						
At 31 March 2014	22,316,301	414,240	569,401	149,142	978,453	93,295
At 31 March 2015	21,611,920	344,097	596,791	138,540	638,211	52,591

3. PROPERTY, PLANT AND EQUIPMENT (continued)

	Kitchenware, crocery and utensils	Motor vehicles	Container	Bowling equipment	Building improvement in progress	Total
	\$	\$	\$	\$	\$	\$
Cost:						
At 1 April 2013	151,241	112,799	27,304	1,031,714	–	48,065,365
Additions	15,550	–	–	29,240	–	1,149,790
Disposal/written off	(2,109)	(52,403)	–	(27,976)	–	(164,013)
At 31 March 2014 and 1 April 2014	164,682	60,396	27,304	1,032,978	–	49,051,142
Additions	–	–	–	5,487	22,312	586,979
Disposal/written off	–	–	–	(5,000)	–	(233,977)
At 31 March 2015	164,682	60,396	27,304	1,033,465	22,312	49,404,144
Accumulated depreciation:						
At 1 April 2013	64,629	84,015	27,304	976,325	–	22,858,791
Charge for the year	32,941	6,240	–	21,941	–	1,673,342
Disposal/written off	(1,125)	(35,809)	–	(24,945)	–	(135,667)
At 31 March 2014 and 1 April 2014	96,445	54,446	27,304	973,321	–	24,396,466
Charge for the year	32,942	2,746	–	16,654	–	1,741,697
Disposal/written off	–	–	–	(5,000)	–	(225,470)
At 31 March 2015	129,387	57,192	27,304	984,975	–	25,912,693
Net carrying amount:						
At 31 March 2014	68,237	5,950	–	59,657	–	24,654,676
At 31 March 2015	35,295	3,204	–	48,490	22,312	23,491,451

3. PROPERTY, PLANT AND EQUIPMENT (continued)

The Club properties are constructed on a donated plot of leasehold land with tenure of 999 years registered in the name of the trustees of the Club.

4. MEMBERS' RECEIVABLES

	2015	2014
	\$	\$
Entrance fee receivables	961,434	957,933
Members' receivables	<u>867,582</u>	<u>911,326</u>
	<u>1,829,016</u>	<u>1,869,259</u>
Current:		
Entrance fee receivables	423,672	423,342
Members' receivables	<u>867,582</u>	<u>911,326</u>
	<u>1,291,254</u>	<u>1,334,668</u>
Non-current:		
Entrance fee receivables	<u>537,762</u>	<u>534,591</u>

The amount for non-current portion of entrance fee receivables approximates to the amortised costs.

Members' receivables are non-interest bearing and are generally on 30-day payment terms. They are recognised at their original invoiced amounts which represent their fair values on initial recognition.

Receivables that are past due but not impaired

The Club has members' receivables amounting to \$127,683 (2014: \$157,740) that are past due at the end of the reporting period but not impaired. These receivables are unsecured and the analysis of their ageing at the end of the reporting period is as follows:

	2015	2014
	\$	\$
Members' receivables past due but not impaired:		
Not more than 60 days	98,053	122,495
60 to 90 days	20,791	24,909
90 to 120 days	<u>8,839</u>	<u>10,336</u>
	<u>127,683</u>	<u>157,740</u>

5. INVENTORIES

	2015	2014
	\$	\$
Consumable stocks and stores	<u>136,899</u>	<u>135,175</u>
Statement of comprehensive income:		
Inventories recognised as an expense in cost of sales	<u>2,175,631</u>	<u>2,221,171</u>

FINANCIAL STATEMENTS

6. SUNDRY RECEIVABLES, DEPOSITS AND PREPAYMENT

	2015	2014
	\$	\$
Prepayment	78,405	56,514
Rental receivables	18,058	18,234
Staff advances – interest free	1,350	1,100
Sundry receivables	68,363	65,060
Sundry refundable deposits	<u>198,678</u>	<u>202,770</u>
	<u>364,854</u>	<u>343,678</u>

7. CASH AND CASH EQUIVALENTS AND FIXED DEPOSITS

	2015	2014
	\$	\$
Cash and bank balances	3,041,588	2,256,016
Fixed deposits	<u>3,170,944</u>	<u>3,162,002</u>
	6,212,532	5,418,018
Less: fixed deposits with maturity more than 3 months	<u>(2,668,497)</u>	<u>(2,660,562)</u>
Cash and cash equivalents as stated in cash flow	<u>3,544,035</u>	<u>2,757,456</u>

Short-term deposits are made for varying periods of between 3 months to 12 months (2014: 3 months and 12 months) depending on the immediate cash requirements of the Club, and earn interests at the respective short term deposit rates. The interest rates of short-term deposits range from 0.25% to 0.53% (2014: 0.2% to 0.38%) per annum.

8. ACCUMULATED FUNDS

Pursuant to Rule 39.2 of the Club's Constitution, the accumulated funds derived from the operations of the Club's fruit machines and tombola must be distributed to approved charities in Singapore in the event of dissolution of the Club.

As at 31 March 2015, included within accumulated funds is an amount totalling \$48,764,253 (2014: \$47,626,415), which represents accumulated fruit machines and tombola income net of related expenditure and depreciation.

9. CREDITORS AND ACCRUALS

	2015	2014
	\$	\$
Trade payables and accruals	1,219,319	1,251,353
Unconsumed leave entitlement	187,088	162,330
Deferred revenue	56,615	48,560
GST payables	203,856	175,148
Deposits received	<u>469,561</u>	<u>442,726</u>
	<u>2,136,439</u>	<u>2,080,117</u>

10. MISCELLANEOUS INCOME

	2015	2014
	\$	\$
Electronic parking systems	154,613	125,775
Sundry income	46,952	28,699
Advertisement	4,032	4,180
Reimbursement income	94,157	105,518
Income from Charity Dinner	<u>50,269</u>	<u>53,161</u>
	<u>350,023</u>	<u>317,333</u>

11. FRUIT MACHINES

	2015	2014
	\$	\$
Collections	13,323,173	11,324,915
Deduction:		
Payment to winners	(8,862,058)	(7,723,372)
Government tax [including goods and services tax of \$292,282 (2014: \$235,709)]	(2,842,671)	(2,461,514)
Maintenance of machines	(27,155)	(24,496)
General supplies	(8,864)	(8,132)
Direct staff costs		
– Salaries and wages	(184,672)	(177,351)
– Central Provident Fund contributions	(17,112)	(17,982)
Other operating expenses	(142,888)	(146,445)
Contribution from fruit machines	<u>1,237,753</u>	<u>765,623</u>

12. FACILITIES BOOKING

This relates mainly to the facilities booking of bowling lanes and lockers, swimming pool, lockers and towels, billiard tables and lockers, mahjong tables, squash and tennis courts.

13. OTHER ACTIVITIES

	2015	2014
	\$	\$
Aerobics and fitness	81,255	78,637
Billiards	(6,124)	(8,565)
Bowling	(22,151)	(19,168)
Darts	(8,876)	(10,231)
Chess	463	(1,558)
Golf	(24,847)	(25,850)
Mahjong	(5,240)	(5,286)
Membership relations activities and classes	(33,592)	(28,864)
Squash/table-tennis	(4,253)	(4,504)
Swimming	83,177	23,337
Tennis	15,229	5,835
Youth/video games	4,155	7,358
Miscellaneous	(16,847)	(10,680)
Net surplus from other activities	<u>62,349</u>	<u>461</u>

14. FOOD AND BEVERAGE

	2015	2014
	\$	\$
Sales	5,805,492	5,551,806
Less:		
Cost of sales	(2,175,632)	(2,221,171)
Gross contribution	<u>3,629,860</u>	<u>3,330,635</u>
Less:		
Direct staff costs – Salaries and wages	(2,366,443)	(2,177,790)
– Central Provident Fund contributions	(200,912)	(202,714)
Other operating expenses	(1,116,246)	(1,082,724)
Deficit from food and beverage	<u>(53,741)</u>	<u>(132,593)</u>

FINANCIAL STATEMENTS

15. OPERATING AND ADMINISTRATIVE EXPENSES

	2015	2014
	\$	\$
Audit fee	7,380	6,000
Bad debts	3,888	4,380
Charity Dinner expenses	12,295	11,637
Decoration	17,750	19,588
Donations	39,974	42,524
General expenses	67,477	63,659
Insurance	44,328	44,395
Laundry	8,731	9,204
License fees	8,472	5,108
Medical	24,300	21,805
Meeting expenses	24,879	19,916
Members' introduction expenses	55,962	78,227
Membership launch expenses	18,923	51,874
New members' gathering expenses	11,631	10,564
Newsletter	85,874	84,438
Nets/cashcard commission	2,954	2,413
Payroll – Salaries and wages	2,833,493	2,742,772
– Central provident fund contributions	281,875	281,113
– Employee leave entitlements	22,144	14,017
Postage	22,083	21,130
Printing, stationery and magazines	60,955	55,288
Professional and legal fees	21,245	61,468*
Promotional materials	114,927	109,200
Property tax – Current	297,000	339,300
– Over provision in prior year	(61,559)	(364,617)†
Recruitment	25,613	30,264
Refreshment	3,031	4,013
Staff benefits	144,869	148,824
Staff incentive	42,196	42,322
Staff training	13,337	6,193
Telephone	32,340	29,863
Transport	15,289	15,758
	<u>4,303,656</u>	<u>4,012,640</u>

Explanatory notes:

* Included in Professional and legal fees of \$61,468 is \$41,462 paid/payable for property tax consultancy services.

† Over provision of property tax of \$364,617 is as a result of negotiated settlement reached with the Inland Revenue Authority of Singapore relating to the period from 1 January 2007 to 31 December 2012.

Included in payroll expenses are key management personnel costs as follows:

	2015	2014
	\$	\$
Salaries and related costs	890,376	842,131
Central Provident Fund	<u>86,960</u>	<u>80,832</u>
	<u>977,336</u>	<u>922,963</u>

16. REPAIRS/MAINTENANCE AND HOUSEKEEPING

	2015	2014
	\$	\$
Housekeeping and landscaping	222,153	211,030
Repairs and maintenance		
– building	98,830	62,641
– equipment/furniture	204,553	187,478
– motor vehicle	8,301	8,985
– bowling alley	17,181	23,527
	<u>551,018</u>	<u>493,661</u>

17. INCOME TAX (CREDIT)/EXPENSE(i) *Major components of income tax expense*

The major components of income tax expense for the years ended 31 March 2015 and 2014 are:

	2015	2014
	\$	\$
Current tax	44,967	73,260
Over provision in prior years	<u>(53,000)</u>	<u>(30,000)</u>
	<u>(8,033)</u>	<u>43,260</u>

Revenue from members for the financial year is exempted from tax under Section 11(1) of the Singapore Income Tax Act. The income tax expenses in 2015 and 2014 relate to the income tax payable on rental and interest income received from non-members.

The current income tax is determined by applying the statutory rate of income tax to all rental and interest income for the financial year.

(ii) *Relationship between tax expense and accounting profit*

The reconciliation between the tax expense/(credit) and the product of accounting (loss)/profit multiplied by the applicable tax rate for the years ended 31 March 2015 and 2014 are as follows:

	2015	2014
	\$	\$
Deficit before tax	<u>(208,423)</u>	<u>(137,095)</u>
Tax benefit on deficit before tax at 17%	(35,432)	(23,306)
Adjustments:		
Non-deductible expenses	4,274,341	3,955,652
Tax exempt income	(4,193,942)	(3,859,086)
Over provision in prior years	<u>(53,000)</u>	<u>(30,000)</u>
Total tax (credit)/expense	<u>(8,033)</u>	<u>43,260</u>

18. OPERATING LEASE COMMITMENT

The Club has entered into commercial property leases. These non-cancellable leases have remaining non-cancellable lease terms of between about 1 to 8 years as at 31 March 2015. All leases include suitable clauses to enable appropriate revision of the rental charges either upon renewal or based on pre-agreed rates stated in the lease terms.

Future minimum rental receivable under non-cancellable operating leases as at the end of reporting period are as follows:

	2015	2014
	\$	\$
Not later than one year	407,926	327,055
Later than one year but not later than five years	1,599,715	1,214,432
Later than five years	<u>186,057</u>	<u>465,142</u>
	<u>2,193,698</u>	<u>2,006,629</u>

The leases on the Club's leasehold properties on which rentals are receivable will expire earliest on 30 November 2014 and latest on 1 December 2021 and the current rents stand at \$16,066 (2014: \$15,606) and \$16,151 (2014: \$16,151) per month respectively.

19. EMPLOYEE BENEFITS

	2015	2014
	\$	\$
Salaries and bonus	5,309,886	5,027,122
Central Provident Fund [net of Special Employment credit of \$55,315 (2014: net of Special Employment credit of \$57,818)]	344,816	374,282
Others	<u>247,292</u>	<u>241,512</u>
	<u>5,901,994</u>	<u>5,642,916</u>

20. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Club is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include interest rate risk, credit risk and liquidity risk. The Club's risk management policies focus on the unpredictability of financial markets and seek to, where appropriate, minimise potential adverse effects on the financial performance of the Club. The General Committee reviews and agrees on policies and procedures for the management of these risks in accordance to the Club's Constitution guidelines. There has been no change to the Club's exposure to these financial risks or the manner in which it manages and measures the risks.

The following sections provide details regarding the Club's exposure to the financial risks associated with financial instruments held in the ordinary course of business and the objectives, policies and processes for the management of these risks.

20. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(i) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Club's financial instruments will fluctuate because of changes in market interest rates.

The Club may only invest in fixed deposits with banks licensed under the Singapore Banking Act or any other financial institutions approved by the Monetary Authority of Singapore.

The Club's exposures to changes in interest rate relate primarily to the short term fixed deposits with banks. However, the interest rate risk exposure to the Club is considered minimal.

Sensitivity analysis for interest rate risk

Movements in interest rates will have an impact on the Club's fixed deposit. A change of 50 (2014: 50) basis points (bp) in interest rates at the reporting date would change equity and profit before tax by \$15,855 (2014: \$15,810). This analysis assumes that all other variables remain constant.

(ii) Credit risk

Credit risk is the risk that one party to a financial instrument may fail to discharge an obligation and cause the other party to incur a financial loss. The Club's exposure to credit risk arises primarily from its receivables from members and financial assets. The cash and fixed deposits are placed with banks and financial institutions, which are regulated.

The Club has no significant concentration of credit risk. The maximum exposure to credit risk in relation to each class of recognised financial assets is represented by the carrying amount of each financial asset as indicated in the balance sheet.

(iii) Liquidity risk

Liquidity risk is the risk that the Club will encounter difficulty in meeting financial obligations due to shortage of funds. The Club's exposure to liquidity risk arises primarily from possible mismatches of the maturities of financial assets and liabilities.

To manage liquidity risk, the Club monitors its net operating cash flow and maintains an adequate level of cash and cash equivalents. Management believes that liquidity risk is minimal as the Club is able to fund its operations from its accumulated surplus.

The maturity profile of the Club's financial liabilities based on contractual undiscounted cash flows is less than one year.

21. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amount of financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

The Club does not anticipate that the carrying amounts recorded at the end of the reporting period would be significantly different from the values that would eventually be received or settled.

At the end of the reporting period, the Club does not have any other financial instruments carried at fair value.

22. FUND MANAGEMENT

The primary objective of the Club's fund management is to ensure that it maintains a strong credit rating and healthy working ratios in order to support its activities. The Club manages its funds by regularly monitoring its current and expected liquidity requirements. The Club is not subjected to either internally or externally imposed capital requirement.

23. CLASSIFICATION OF FINANCIAL ASSETS AND LIABILITIES

The following table summarises the carrying amount of financial assets and liabilities recorded at the end of the reporting period by FRS 39 categories.

	2015	2014
	\$	\$
<i>Loans and receivables</i>		
Members' receivables	1,829,016	1,869,259
Sundry receivables and deposits	286,449	287,164
Interest receivables	4,877	3,791
Fixed deposits	2,668,497	2,660,562
Cash and cash equivalents	<u>3,544,035</u>	<u>2,757,456</u>
	<u>8,332,874</u>	<u>7,578,232</u>
<i>Financial liabilities at amortised cost</i>		
Creditors and accruals	1,892,736	1,869,227
Members' credit balances and deposits	769,791	772,808
Property tax payable	<u>46,542</u>	<u>196,449</u>
	<u>2,709,069</u>	<u>2,838,484</u>

24. RECLASSIFICATIONS AND COMPARATIVE FIGURES

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with current year's financial statements. As a result, certain line items have been amended on the face of the statement of comprehensive income and the related notes to the financial statements. Comparative figures have been adjusted to conform with current year's presentation. The reclassifications were not significant.

The items reclassified were as follows:

	Previously reported	Reclassification	After reclassification
	\$	\$	\$
<i>Statement of comprehensive income</i>			
INCOME			
Miscellaneous income	158,654	158,679	317,333
EXPENDITURE			
Operating and administrative	(3,959,479)	(53,161)	(4,012,640)
Repairs, maintenances and housekeeping	(476,531)	(17,130)	(493,661)
Water and electricity	<u>(1,011,257)</u>	<u>(88,388)</u>	<u>(1,099,645)</u>
	<u>(5,288,613)</u>	<u>—</u>	<u>(5,288,613)</u>

25. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Club for the financial year ended 31 March 2015 were authorised for issuance by the Club's General Committee on 28 May 2015.



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