



SERANGOON GARDENS COUNTRY CLUB

Annual Report 2025/2026



The background of the entire page is a dense, vibrant green foliage, likely peace lilies, with large, glossy leaves and prominent veins. The leaves are layered, creating a sense of depth and texture. The lighting is soft, highlighting the natural sheen of the leaves.

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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General Committee



Mr Mathivanan Krishnan
President



Dr Wong Yu Hock Rodney
Vice President



Dr Tan Chok Jueh Edmond
PBM
Honorary Secretary



Mr Gerade Gomez
Honorary Treasurer



Mr Goh Kong Yong
Assistant Honorary Secretary



Ms Wong Sook Yee
Assistant Honorary Treasurer



Ms Wong Kwee Keow Emily
Committee Member



Mr Heng Song Kwang
Committee Member



Mr See Kim Xiang Xavier
Committee Member



Mr Teng Leng Hock
Committee Member



Mr Ng Kian Chong Kevin
Committee Member



Mr Balbir Singh
Committee Member



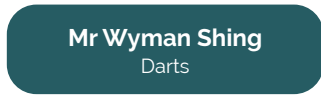
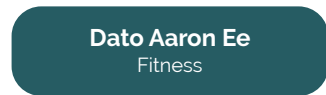
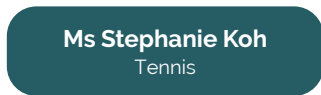
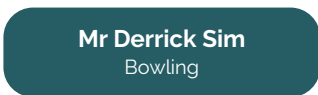
Patrons



Trustees



Convenors





President's Message

Dear Esteemed Members and Friends,

As we look back on Financial Year 2025/2026, I am pleased to share the progress and milestones achieved by Serangoon Gardens Country Club. This has been another meaningful year for the Club, shaped by our continued efforts to enhance facilities, enrich the member experience, and strengthen the sense of community that makes SGCC so special.

Together with the General Committee, one of our key priorities has remained the long-term sustainability of the Club. In a time of rising costs, we have stayed focused on preserving the standards of service our members value, while making improvements that will keep the Club welcoming, relevant, and enjoyable for years to come.

One of the highlights of the year was SGCC's 70th anniversary celebration. It was a joyful occasion that brought members together across generations to celebrate our history and look ahead to the future. The celebrations reflected the warmth, friendship, and community spirit that have always been at the heart of SGCC.

We also continued our journey of upgrading and refreshing the Club's facilities. During the year, we completed several important projects, including the new Atrium bathrooms, a dedicated Nursing Room, and the extensive upgrade and refurbishment of the Kensington Ballroom and KTV Lounge. These improvements were made with members in mind, creating more comfortable, modern, and practical spaces for everyday enjoyment and special occasions.





These efforts build on improvements completed in the previous financial year, such as the new swimming pool filtration system, the upgraded Coffee Deli Café, the refreshed Club 22 dance floor and stage lighting, the improved Garden Grill toilets, and the new barbecue pit. Together, these enhancements continue to add value to the Club experience.

On the financial front, the Club recorded a net deficit for FY2025/2026 after tax and depreciation. This was mainly due to the higher depreciation charge arising from our continued investments in facilities. Even so, our underlying operating performance remained steady. Core income streams held up well despite the absence of Fruit Machine contributions for five months of the year, and membership engagement continued to grow, which is an encouraging sign of the Club's strong appeal.

We also managed to reduce utility costs during the year, helping to offset the impact of manpower increases and the temporary loss of banquet revenue while the Kensington Ballroom was being upgraded. These outcomes reflect our ongoing commitment to careful and responsible financial management on behalf of the Club and its members.

Looking ahead, we will continue to listen closely to member feedback and respond with improvements that matter. After completing several major upgrades this year, our attention will now turn to refreshing additional F&B spaces, improving operational efficiency, and introducing more thoughtful enhancements across the Club.

We also remain committed to our efforts to bring pickleball courts to SGCC as an additional sporting option for members. While progress has taken longer than expected due to regulatory and related matters, we continue to engage the relevant authorities

constructively. In light of recent media coverage regarding noise concerns linked to pickleball, we have also reached out to residents and neighbours along Walmer Drive and Jalan Chulek to hear their feedback and address their concerns with care. In addition, our Temporary Occupation Licence (TOL) with the Singapore Land Authority is due for renewal in September, which may affect our future facility plans. We will continue to keep members updated as developments progress.

I would like to express my sincere appreciation to my fellow General Committee Members, our Management Team, and all staff for their dedication and hard work throughout the year.

I also thank every member for your continued support, participation, and loyalty. Your presence and involvement are what make SGCC such a vibrant and cherished community.

Throughout all of this, we will continue to manage the Club prudently, balancing improvements to amenities with long-term financial sustainability.

As we move forward, let us continue to build on the spirit of unity and progress that has carried SGCC through 70 remarkable years. Together, we will ensure that the Club remains a welcoming and treasured place for leisure, recreation, and friendship for many years to come.

Warmest regards,

Mathivanan Krishnan

President

Serangoon Gardens Country Club



Food & Beverage

The Food & Beverage (F&B) team is dedicated to creating exceptional dining experiences for our members and their guests. Through a warm and welcoming atmosphere, thoughtfully prepared cuisine, and attentive service, we strive to make every visit memorable.



From left:
Vinora wine showcase featuring a curated selection for members to explore.
Members enjoying a curated dining experience over fine wine and good company.

Atrium Café

Atrium Café presents a delightful selection of local favourites, Western classics, and Zi Char specialties. We also feature rotating monthly promotions such as Japanese Cuisine – Taste of Spring, National Day Local Favourites, Taste of Thailand and Peranakan Flavours, along with festive highlights like Hari Raya Specials, Diwali Indulgence and Chinese New Year Festive Delicacies to keep members engaged and provide fresh, exciting dining experiences they can look forward to. In March, we refreshed our à la carte menu to offer members an even wider variety of choices.

Coffee Deli

Our inviting alfresco dining area by the pool offers a relaxed atmosphere and is a popular morning gathering spot for our members, offering a delightful combination of specialty coffee and local breakfast favourites such as Nasi Lemak, Mee Siam, and the signature Kopi Tiam Set. To further elevate the experience, we have introduced new offerings including Power Pops, a healthy snack for kids made from

100% all-natural, handcrafted Greek yogurt, providing a nutritious option for families.

Garden Grill

Garden Grill's monthly themed set menus, showcasing a diverse range of international cuisines, continue to enjoy strong popularity among members. Specially curated menus for key occasions, including Chinese New Year, Valentine's Day, Mother's & Father's Day, Christmas, and New Year, have also been very well received. Breakfast offerings on weekends and public holidays have seen increased patronage, and we will continue to enhance the menu to better serve our members.

The restaurant's quarterly wine dinners remain a signature highlight, with the Modern Peranakan Wine Dinner held in November 2025 being oversubscribed. The evening was further enhanced by a two-piece live band performing theme-inspired songs, creating a vibrant and engaging atmosphere.

Take-home Christmas Goodies proved to be a crowd favourite, reflecting strong and consistent member demand. In addition, the



Club is proud to present a commemorative limited-edition wine from Domaine Labruyère, specially released to mark the Club's 70th Anniversary this year.

Cultural Collaborations

In October 2025, we partnered with the Embassy of Hungary to present Hungarian Month, offering members and their guests a rich cultural and culinary experience. We were honoured to welcome Mrs Csilla Kicsi as our guest chef, whose expertise brought authentic Hungarian flavours to life.

Looking ahead, we will continue collaborating with various embassies to curate similar cultural initiatives. These partnerships allow us to provide members and their guests with distinctive and immersive dining experiences that celebrate global traditions.

We are also exploring the possibility of organising a winery tour in Hungary, subject to demand from our members. This initiative would offer members a first-hand experience of wine cultivation and the bottling process.

Club Twenty-Two

The newly upgraded venue has provided a more comfortable setting for events. Themed parties such as Raya, Easter, Deepavali, Christmas Eve Party and Lunar New Year Tea Dance have been successfully organised to boost patronage.

Additionally, Music Monday by Sound Sensation has proven especially popular among our senior members. We offered a diverse lineup of music entertainment for Saturday Night 'Live', featuring Locomotion, DJ Dennis Goh, Memory Lane, Plus Factor, Wild Ginger and EZ4U catering to dance enthusiasts of all preferences. The Special Sunday Tea Dance also featured Country



Line Dance sessions with Leonard & The Country Riders.

Crossroads Lounge

The Crossroads Lounge continues to be a favourite gathering place for members to unwind and socialise. To engage a broader audience, the team has expanded band entertainment to Monday, Wednesday, and Friday nights, ensuring there is something for everyone and fostering a lively, diverse atmosphere.

Previous World Cup live screenings have consistently attracted strong crowds, and this year is no exception, with even more exciting matches and special promotions lined up for the World Cup in June and July.

Ongoing beverage promotions have been particularly dynamic, including a collaboration with Pernod Ricard Singapore, the Club's Diamond sponsor, for the 70th Anniversary Dinner held in October 2025. We have also partnered with various suppliers to host special brand nights such as Hennessy Night featuring The M.O.B.B, Martell Night with Alex & The X-side Men, and Gold Label Night with Uberjam.

From clockwise
Top left:

A vibrant showcase of Peranakan heritage and community spirit.

Hungarian Month 2025 with Guest Chef Mrs Csilla Kicsi.

Serving up refreshing, healthier beverage choices for members.

Members celebrating together over a festive Chinese New Year gathering.



Special Events & Promotions

Beyond our regular F&B activities and promotions, we hosted a variety of signature events that created memorable guest experiences. Highlights included 'Beyond Tribute Night' with Alex & The X-Side Men, Vintage Christmas Dinner & Dance with The M.O.B.B, Valentine's Day Concert featuring Alex & The X-side Men, and the Lo Hei Dinner & Dance 2026 with Esther & The Lighthouse Inspirations, among many others.

The Whisky & Wine Fair was successfully held in August 2025 and February 2026, allowing members and guests to purchase premium selections for special occasions.

The Eat, Drink & Reward programme further enhances member engagement by offering F&B credits for qualifying spend, reinforcing our commitment to member loyalty and community building.

Banquet Operations

We are excited to announce that the Kensington Ballroom underwent a refurbishment in July 2025, transforming it into a modern and sophisticated venue designed to meet the evolving needs of our clients. The upgraded space features a brighter, more inviting atmosphere with fresh carpeting, new paint, updated lighting and fixtures, as well as state-of-the-art AV equipment.

As a popular venue for a wide range of events, the Ballroom is highly versatile and can be configured to accommodate gatherings

of 50 to 500 guests, whether for intimate functions or large-scale celebrations.

Looking ahead, we will strengthen our marketing efforts by promoting our banquet facilities across various digital platforms and participating in both indoor and outdoor wedding shows, an approach that has proven highly effective in driving sales.

Looking Ahead

As we move into the year ahead, we aim to build on our success by enhancing our Banquet offerings and continually improving service standards across all F&B outlets. The Atrium Café is scheduled for upgrades aimed at enhancing the overall dining ambience. Concurrently, we are optimising kitchen operations to ensure improved efficiency, greater consistency, and higher food quality.

From left: "Beyond Tribute Night" featuring Alex & The X-Side Men, bringing the stage to life.

The Peranakan Affair, where tradition meets refined dining.

The Great Gatsby Countdown Party — a night of music, dance, and celebration.

Note from Chairperson

I would like to thank our members for their unwavering support and valuable feedback, and to acknowledge the members of the F&B Sub-Committee, the Wine Review Panel, and our dedicated F&B team for their passion and commitment in bringing our F&B scene to life.

Teng Leng Hock

Chairperson, Food & Beverage



Sports & Recreation

The year 2025 marked significant progress for the Sports & Recreation team. By combining diverse programming with a focus on inclusivity and development, the Club successfully enriched the lives of its members and reinforced its commitment to fostering a vibrant, active, and connected community.



Tennis

The Tennis Section enjoyed an active and successful year in 2025, with events organised for both adult and junior members to promote participation, sportsmanship, and community engagement.

- **Tennis Junior Championship (March Edition)**

On 16 March 2025, young talents across age categories showcased their skills in a spirited competition.

- **Tennis Doubles Mini League**

Conducted on 12 July 2025, this friendly yet competitive platform encouraged wider member participation.

- **SGCC Wimbledon Grand Slam Doubles 2025**

Held on 26 July 2025, the tournament featured competitive doubles matches despite an initial weather delay. Champions were Amanda Lee & Julia Wei. Prizes were presented by the Tennis Convenor.

Routine maintenance of the tennis courts was also carried out to ensure a safe and pleasant playing environment.

Overall, the Tennis Section continues to enjoy strong participation and looks forward to organising more engaging activities in the coming year.

Gym

The Gym continued to be a cornerstone of the Club's wellness initiatives in 2025, blending heritage celebrations with modern enhancements. A highlight of the year was the 70th Anniversary Leisure Walk held on 20 September 2025 at Jurong Lake Gardens. Members enjoyed a scenic stroll punctuated by fun workout stations, before gathering for a community lunch at Taman Jurong Market & Food Centre. The event not only commemorated the Club's long-standing legacy but also fostered camaraderie and encouraged active living among participants.

Beyond events, the Gym also invested in significant facility upgrades to elevate the member experience. New strength equipment was introduced to meet diverse fitness needs, while an accessories rack improved organisation and accessibility. The redesigned layout created a more spacious and welcoming environment, ensuring comfort alongside functionality. These thoughtful improvements underscored the Gym's commitment to supporting members in their fitness journeys.

Looking ahead, the Gym remains dedicated to exploring further enhancements that promote health and wellness. By combining

From left:
Fun matches and great energy on the courts at the SGCC Wimbledon Grand Slam Doubles 2025.

Members enjoying the 70th Anniversary Leisure Walk at Jurong Lake Gardens.



community-driven activities with continuous facility improvements, it continues to serve as a vibrant hub where members can stay active, connect with one another, and celebrate the Club's enduring spirit.

Pickleball

On 9 May 2025, the Pickleball community gathered at 10 Tebing Lane for a lively evening of social play, bringing together 20 members, both new and experienced, in friendly matches that promoted fitness, camaraderie, and fun. The session highlighted inclusive participation by welcoming new players alongside seasoned members, fostering a strong community spirit through engaging play, and encouraging an active lifestyle. The courts buzzed with energy as laughter and friendly competition filled the evening, creating a welcoming environment where everyone felt part of the growing Pickleball community. With the positive response from participants, the section looks forward to organising more Pickleball activities in the future to continue building a vibrant and active Club community.

From clockwise top left:

Members enjoying a fun and friendly session at the Pickleball Social Play Group.

SGCC swimmers and supporters coming together at the SNAG.

SGCC swimmers represented the Club at the 36th Age Group Swim Meet.

Young swimmers showcased their skills at Kids Swim Showdown 2025.

Bowling

SGCC bowlers delivered excellence throughout the season, showcasing talent across league, youth, and international competitions.

- **Inter-Club League:** Finished 3rd overall, with standout scratch scores by Claire Faragalla (257), Tan Hui Xian (677), and

Team SGCC (2487).

- **Youth International:** Bella Chua achieved 1st Runner-Up (U12) at the Storm U22 Championship in Kuala Lumpur, guided by Coach John Liaw.
- **Singapore International Open:** Arianne Tay crowned Women's Open Champion; Zachary Kwong won Boys U18.
- **Bowler of the Year Step Ladder Finals 2025:** Champions – Darryl Kwek (Men's) and Tan Hui Xian (Women's).

A season marked by skill, resilience, and camaraderie, inspiring pride across the SGCC community.

Bridge

The Club's Bridge community continues to meet weekly on Tuesdays, offering members a friendly and engaging space to enjoy the game together. In 2025, three well-received events — Bridge Sparkling Diamond (14 May), Blind Bridge (4 November), and Ang Pow Bridge (Feb 2026) — brought members together in spirited competition and strengthened camaraderie. With steady participation and growing interest, the Sports & Recreation department remains dedicated to supporting Bridge and encouraging more members to discover the joy of the game.

Chess

The 2025 TCA Junior Chess Open Championship drew an impressive 230 participants across multiple categories, reflecting the growing passion and talent for chess among young players.





Beyond the competitive games, participants enjoyed a variety of engaging activities that contributed to the vibrant and welcoming atmosphere. The event was well received by players, parents, and supporters alike, underscoring its role as a cornerstone in nurturing junior chess development.

Looking ahead, we are committed to building on this success and continuing to foster interest in chess, providing young talents with opportunities to grow, compete, and shine in the years to come.

Swimming

70th Anniversary Kids Swim Showdown 2025

On 28 September 2025, the Club proudly hosted the 70th Anniversary Kids Swim Showdown, where 98 spirited young swimmers lit up the pool with energy, skill, and sportsmanship. The event was not only a showcase of junior talent but also a joyful celebration of the Club's milestone year.

Special thanks go to our sponsors Meiji, Quattor, and Fick, as well as the Swimming Sub Committee, S&R Chairman, and our guests from ART Aquatics and The Swim Corner for their invaluable support. Their contributions ensured a vibrant and memorable occasion for all.

36th Age Group Swim Meet 2025

The 36th Age Group Swim Meet brought together swimmers across all age groups, each demonstrating determination, skill, and camaraderie. This annual meet continues to serve as a valuable platform for competitive

growth and community spirit within the swimming fraternity.

We extend our appreciation to ARENA for their sponsorship, to the participating swim schools, and to the Swimming Committee for their dedication in delivering a well-organised and successful event. Congratulations to all swimmers for their outstanding performances – the Club looks forward to nurturing even more talent and passion in the years ahead.

Together, these events highlight the Club's commitment to fostering excellence, inclusivity, and joy in sport, while celebrating the achievements of our swimmers and the support of our partners.

Squash

Cosmo Squash League 2025 Season Wrap-Up

The squash season concluded with a spirited celebration that highlighted sportsmanship, camaraderie, and competitive excellence. Serangoon Gardens Country Club (SGCC) proudly emerged as champions of the Cosmo Squash League 2025, marking a memorable achievement for the Club.

Participation from The American Club, Singapore Island Country Club, and Tanglin Club enriched the competitive squash community, reinforcing values of sportsmanship and unity throughout the season. Their involvement contributed to a vibrant and engaging league.

We extend heartfelt thanks to event organisers JP Filhol and Stephane Mac, whose dedication ensured the success of

From clockwise top left:

Participants enjoying a fun and engaging session at SSPA.

Players and organisers gathered for the Marigold-SGCC Challenger 2025.

Members came together to celebrate World Squash Day 2025.

Members enjoying an evening of celebration and camaraderie at the Cosmo Dinner.



the season's events. Appreciation also goes to emcee Alfred George for his support in celebrating the achievements of players and teams.

Key Highlights

- **SMU X SGCC Squash Fever 2025 and Marigold:** A dynamic event showcasing strong participation and enthusiasm for the sport.
- **SGCC Singapore Challenger 2025:** A premier tournament that brought high-level competition and excitement to the squash community.

Both events were supported by the Singapore Squash Rackets Association and contributions from SGCC members and subcommittee representatives Tio Hong Tjoen and Alvin Lim, underscoring the Club's commitment to competitive squash and community engagement.

Looking Ahead

The success of the Cosmo Squash League 2025 reflects the dedication of players, organisers, and supporters alike. SGCC remains committed to fostering excellence in squash while building a strong, inclusive community spirit. We look forward to another exciting season ahead.

Golf

SGCC 70th Anniversary Sports Fiesta – Golf Challenge 2025

Held on 15–16 August in Batam, the Golf Challenge brought together 40 members and guests for a spirited weekend of competition, camaraderie, and celebration of SGCC's milestone year. Heartfelt appreciation goes to trustees Leslie Yeo and Pao Kiew Tee, Honorary Treasurer Gerade Gomez, coordinator Leow Pee Lip, and our gracious hosts Indah Puri Golf Club and Southlinks Country Club, whose support made this memorable showcase of sportsmanship and community possible.



Darts

The Darts Section celebrated a dynamic and rewarding year, marked by spirited tournaments and friendly gatherings that strengthened camaraderie and sportsmanship. Signature events included the 70th Anniversary Darts Challenge with 26 participants, the S&R Chairman's Challenge with 22 players, and the festive Christmas Darts Challenge — all of which showcased the section's inclusive and competitive spirit. Inter-club ties were further enriched through a friendly match with Tanglin Club, underscoring the section's commitment to building connections beyond our own community. With consistently strong participation and enthusiasm, the Darts Section continues to thrive as a hub for skill development, fellowship, and shared enjoyment of the game. Looking ahead, members can anticipate even more opportunities to connect, compete, and celebrate the sport together.

From top:
Members gathered for a friendly match session at French National Day Squash.

Members enjoying festive fun and togetherness at the Ang Bao Darts Lohei.

The MOB SGCC Team coming together for a group photo after the event.



Billiards

Garden Classic (SGCC Snooker Team) – Singapore National Snooker League Division 5, 2024/2025

The Garden Classic team completed their campaign in Division 5 of the Singapore National Snooker League with determination and spirit, securing 3 wins, 8 draws, and 5 losses across 16 matches. Their efforts earned a 6th place finish with 17 points, highlighted by 74 frames won against 85 frames lost.

Throughout the season, the team displayed resilience in tightly contested fixtures, often pushing opponents to the limit and demonstrating commendable sportsmanship. The high number of drawn matches reflects their consistency and ability to remain competitive in challenging encounters.

This season provided valuable experience and established a solid foundation for future growth, as the team continues to build confidence and sharpen its competitive edge. Representing SGCC with pride, the Garden Classic squad has set the stage for further progress in the league, while strengthening camaraderie and commitment within the team.

Kids Camp Youth Development Highlights 2025

In 2025, the Club proudly hosted two dynamic youth programmes: Glow Squad Sports Camp (2–4 June) and Aceletics Adventure Camp (1–3 December). Both camps successfully combined physical activity, skill development, and character-building experiences, offering young participants a vibrant mix of sports, team challenges, and experiential learning.

These programmes fostered confidence, teamwork, and positive values, creating meaningful opportunities for personal growth and social interaction. The enthusiasm and camaraderie displayed by participants reinforced the Club's commitment to youth development and active learning.

By encouraging active lifestyles and community engagement, the camps provided memorable experiences that will

inspire our young members well beyond the campgrounds.

Bowling Birthday Bash

S&R brought joy and energy to Gardens Bowl with a series of Bowling Birthday Parties, offering children and their families lively celebrations in a vibrant, family-friendly setting. Guests enjoyed interactive bowling activities alongside opportunities for social connection, making each party both fun and memorable.

Adding to the festive atmosphere, a balloon sculptor delighted the children, while thoughtfully prepared goody bags ensured every guest left with a special keepsake.

The warm reception of these parties underscores the Club's commitment to creating engaging recreational and celebratory experiences for members and guests, blending sport, entertainment, and community spirit.

From left
Participants
and organisers
at Kids Camp
December 2025.

Participants
enjoying a
fun-filled
celebration at
the Bowling
Birthday Bash.

Note from Chairperson

Over the past year, the Sports & Recreation team has proudly delivered 75 diverse events and activities, each designed to bring our members together in camaraderie, participation, and spirited enjoyment.

This achievement would not have been possible without the dedication of our Committee Members, Convenors, and Sub-Committee Members, whose time, energy, and unwavering support ensured the success of every programme. Their collective commitment has been the heartbeat of our vibrant S&R community.

To our members, thank you for your enthusiasm and continued support. Your presence and participation are what make our club spirit truly shine. Together, we have built not only a calendar of events but also lasting memories and friendships.

With gratitude and pride,

Gerade Gomez

Chairperson, Sports & Recreation



Membership, Marketing & Communications

The Membership, Marketing & Communications Department drives member engagement and strengthens the SGCC community through strategic communications, curated programmes and member-centric initiatives.

Beyond managing membership services, the team actively connects members to the Club's lifestyle offerings through events, promotions and engagement programmes designed to foster participation and meaningful social connections.

Through these efforts, the department continues to enhance the member experience while supporting SGCC's vision of being a vibrant, inclusive and connected club community.

Strengthening Member Engagement

The Membership Relations team plays a key role in enhancing member engagement and delivering a seamless Club experience at Serangoon Gardens Country Club. Beyond managing membership administration, including applications, renewals and transfers, the department curates events, promotions and programmes designed to enrich Club life and encourage active participation within the community.

Frontline Member Services

Serving as the frontline of the Club, the Main Reception team warmly welcomes members and guests while managing enquiries, feedback and daily service requests. The team assists with room bookings, membership matters, payments, membership card services and other day-to-day requests, ensuring that every member interaction is handled with professionalism and care.

Marketing & Communications

Through an integrated communications strategy, the team keeps members informed and connected to the Club's activities and lifestyle offerings. Members receive updates through SGCC's social media channels,

the bi-monthly Club Spirit magazine and the monthly Gardens Connection EDM, which share Club highlights, event invitations and exclusive offers.

Building connections, enriching experiences, and strengthening the SGCC community remain at the heart of the Membership, Marketing & Communications Department's efforts.

Bringing the Club Community Together National Day Family Carnival

On 9 August 2025, the Club organised its first National Day Family Carnival, achieving record-breaking outcomes in attendance, engagement, and sponsorship support; marking a significant milestone in SGCC's event programming and community engagement efforts. Held in conjunction with Singapore's 60th National Day and the Club's 70th Anniversary, the full-day event attracted 2,006 attendees, comprising 1,730 members and 276 public walk-ins — the highest turnout recorded for a club-wide event of this scale. Post-event feedback reflected strong satisfaction, with 90% of respondents rating the event 4 and above out of 5, and 87.3% indicating a positive likelihood to recommend the Club. Building on



From clockwise top left: Members celebrating Singapore's birthday at the National Day Family Carnival.

An evening marking SGCC's 70 years of heritage and community.

Families enjoying the festive atmosphere at Candy Land Christmas.



this success, the Club will continue to leverage large-scale signature events as strategic platforms to deepen member engagement, strengthen community connections, and support long-term membership growth.

Celebrating our Legacy, Embracing the Future

On 10 October 2025, Serangoon Gardens Country Club proudly marked its 70th anniversary, celebrating seven decades of heritage, community, and sporting excellence. The milestone was made especially meaningful by the presence of Mr David Macey, from the founding family of the Club, whose attendance served as a poignant reminder of the Club's humble beginnings and enduring legacy. His participation underscored the strong foundations laid by our founder and reaffirmed the values that continue to guide the Club today. As we honoured our past, we

also looked ahead with confidence, committed to preserving our traditions while evolving to meet the aspirations of future generations.

Candy Land Christmas: Bringing the Season to Life

Candy Land Christmas, held on 29 November 2025, transformed the Club's Main Lobby into a whimsical festive wonderland and brought members and their families together for a joyful year-end celebration. Inspired by a storybook candy village, the one-day event featured a vibrant Christmas bazaar offering festive treats and artisanal gifts, alongside engaging activities such as ornament-making workshops, games, live music and a magic show. Highlights included appearances by Santa Claus, a snow machine experience and a much-anticipated light-up ceremony, which added to the festive atmosphere. With strong participation from guests of all ages, the event successfully fostered community spirit and created meaningful, memorable experiences, making it a standout highlight of the Club's festive calendar.

Year-End Countdown Party: The Great Gatsby

The Club's annual Countdown Party on 31 December 2025 brought together members across generations in a shared celebration that reflected both the Club's heritage and its evolving lifestyle offerings. Set against a Great Gatsby-inspired theme, the evening blended nostalgic glamour with contemporary social energy, appealing to long-standing members and younger generations alike. The celebratory atmosphere was further elevated by an exciting lineup of prizes, which added a



From
clockwise
top left:

A memorable
moment
captured
during The
Great Gatsby
Countdown
Party.

The Club
came alive
as members
counted down
to the new year
together.

A vibrant
celebration
ushering in the
Lunar New Year
with festive
performances
and traditions.

sense of anticipation and engagement as many members went home as lucky winners. As a signature year-end occasion, the Countdown Party exemplified the Club's ability to honour tradition while creating memorable, inclusive experiences, reinforcing its appeal as a vibrant, multigenerational community for current and future members.

Chinese New Year Lion Dance

On 18 February 2026, the second day of the Lunar New Year, members gathered at the Main Lobby to enjoy a vibrant Lion and Dragon Dance performance — a long-standing Club tradition that members have looked forward to for decades. As one of the Club's most anticipated annual celebrations, the event continues to bring members together in the festive spirit of the Lunar New Year.

The lively movements of the lions and dragons, accompanied by powerful

rhythmic drumbeats, created an energetic and celebratory atmosphere, delighting members and their families. The performance not only symbolised prosperity and good fortune for the year ahead but also reinforced the strong sense of community within the Club.

With a turnout of over 609 attendees, the celebration was a lively and memorable occasion, reflecting SGCC's commitment to preserving cherished traditions while creating meaningful shared experiences for its members.

Festive Bazaars

The Membership Relations team organised two vibrant Festive Bazaars during the financial year in celebration of Deepavali and Christmas, bringing a lively marketplace atmosphere to the Club. These popular events featured a diverse range of knick-knacks, festive treats, apparel, gift sets and handcrafted



items, offering members a unique shopping experience while also attracting visitors to explore the Club.

To refresh the Deepavali celebrations this year, the programming was spiced up with the introduction of a lively Bhangra dance segment, adding energy and cultural flair to the festivities. Members also enjoyed a Pani Puri station, where they could savour the beloved Indian street snack, further enhancing the festive experience.

Together, these festive bazaars not only celebrated the rich cultural traditions of the season but also strengthened community engagement, creating memorable moments for members and their families.

New Members' Gathering

The New Members' Gathering, held on 5 July 2025, warmly welcomed new members to Serangoon Gardens Country Club with a vibrant Hawaiian-themed evening at the Beer Garden and Crossroads Lounge. The venue was transformed with colourful tropical décor, setting a relaxed and inviting tone for the night. Members enjoyed a generous barbecue spread, refreshing beverages and interactive icebreaker games that encouraged easy conversations and meaningful connections. The evening was further enlivened by live music, creating an upbeat atmosphere that kept spirits high throughout. With strong participation from members, committee representatives and Club staff, the gathering successfully fostered a sense of belonging and community, reflecting the Club's commitment to creating inclusive and engaging experiences for its members.

Enriching Programmes & Workshops

Throughout the year, the Club organised a range of workshops, talks and activities to keep members informed, active and socially

engaged. These programmes covered areas such as health, wellness, financial planning and lifestyle enrichment, providing members with practical knowledge while encouraging community interaction.

Highlights included a Traditional Chinese Medicine (TCM) session, estate planning seminars, and a dental health talk by Royce Dental Group, offering insights into holistic wellness, financial preparedness and oral health.

Members also enjoyed hands-on workshops and social activities such as soap-making, balloon sculpting and art jamming, as well as community outings including factory visits.

Through this diverse range of programmes, the Club continues to provide opportunities for members to stay active, informed and connected, reinforcing SGCC's role as a vibrant and inclusive community for all generations.

Line & Social Dance Classes

The Club continues to promote active living and social interaction through its weekly Line and Social Dance classes, which remain popular among members. Catering to both intermediate and advanced participants, these sessions provide an enjoyable platform for members to stay active, build friendships and foster a vibrant social atmosphere within the Club.

Engaging Junior Members & All Members

The Membership Relations team continues to engage younger members and families through the Junior Gems programme and interactive children's workshops. Junior Gems members receive a bi-monthly newsletter

From clockwise top left:

Children enjoyed an afternoon of fun and magic at the Magical Workshop.

New members connected and mingled at the New Members Gathering.

The Club celebrated Deepavali with vibrant performances and festive activities.



From left: Members took part in an educational and engaging visit to the Yakult Factory. Children enjoyed a fun-filled Balloon Sculpting Workshop.

featuring contests, trivia, birthday treats and festive surprises, keeping them connected to Club life in a fun and meaningful way.

A range of hands-on workshops and family-friendly activities are also organised throughout the year, encouraging participation across generations and strengthening SGCC's inclusive community spirit.

Yakult Factory Tour

Held on 25 June 2025, the Yakult Factory Tour offered members an enriching off-site experience focused on health and wellness. More than 50 participants learned about Yakult's history, production process and the benefits of probiotics through a guided presentation and documentary screening, followed by an interactive Q&A session. With round-trip transportation and light refreshments provided, the well-received tour reflected the Club's commitment to offering engaging lifestyle programmes that combine learning and community participation.

Looking ahead, the Membership, Marketing & Communications team remains committed to enhancing the SGCC member experience through meaningful engagement, quality programmes and effective communication. By continuously listening to members' feedback and introducing initiatives that bring members together, the Club will continue to strengthen its vibrant community spirit and reinforce SGCC's position as a welcoming and dynamic home for members and their families.

Membership Profile

Type of Membership	Number of Members as at 31 March 2026	Number of Members as at 31 March 2025
Honorary	4	4
Life	2	3
Founder	6	6
Corporate	37	38
Ordinary	3523	3497
Term	121	118
Non-Transferable Ordinary	154	163
Grand	264	260
Total Members	4,111	4,089

As at 31 March 2026, the Club's total membership reached 4,111, representing an increase of 22 members (0.5%) from 4,089 in the preceding year. This growth was primarily driven by continued demand for Ordinary Membership, which saw an increase of 26 members, supported by ongoing promotional initiatives and the successful conversion of younger members aged 21 to 26. Term

Membership also recorded a modest increase during the year.

The overall membership base remains stable and resilient, underpinned by consistent growth in its core Ordinary Membership segment.

Term Membership

As at 31 March 2026, the number of Term Members increased from 118 to 121, reflecting a modest growth in this segment.

French nationals continue to form the majority, accounting for approximately 63% of the Term Membership base. Singaporeans comprise about 14%, reflecting a slight increase in local sign-ups compared to the previous year. The remaining members consist of Australians, British, Americans and other nationalities in smaller proportions.

Despite the gradual increase in local participation, the overall proportion of Singaporean members remains relatively modest. This may be attributed to prevailing market conditions, where more competitive pricing for transferable memberships has led some local members to favour transferable Ordinary Membership over Term Membership.

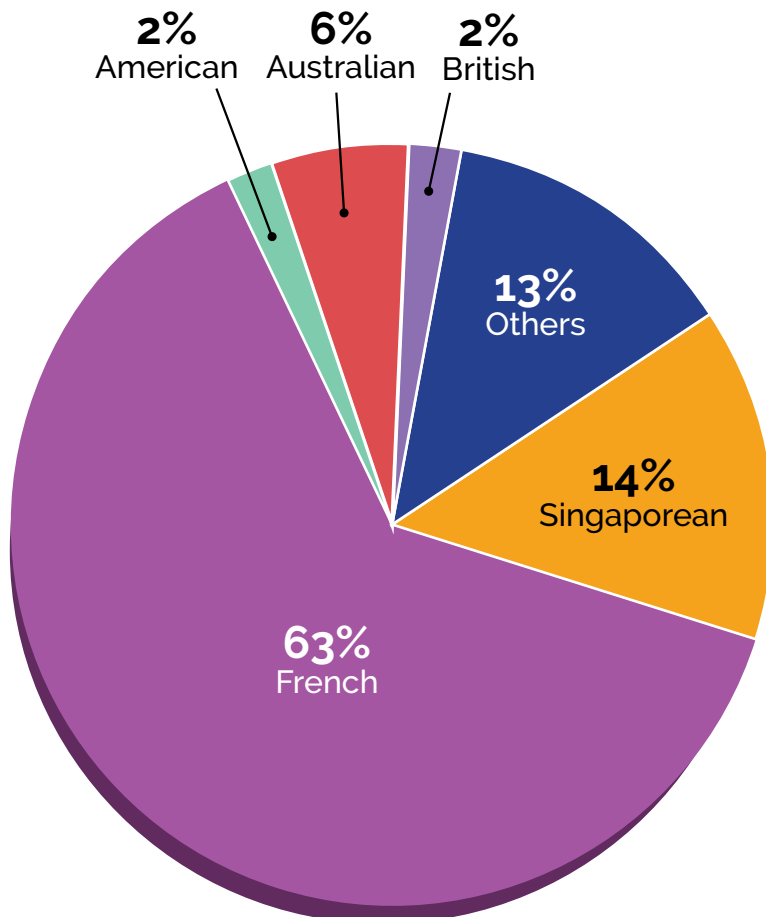
The Year Ahead

In the coming year, the Club will focus on driving sustainable membership growth while deepening engagement across its existing base. Priority will be placed on expanding the Ordinary Membership segment through targeted marketing initiatives.

Building on the steady performance of Term Membership, the Club will further position this category as a flexible and compelling option for expatriates, while introducing focused initiatives to increase local participation. Ongoing reviews of membership offerings will be undertaken to ensure competitiveness and alignment with evolving market conditions.

In parallel, greater emphasis will be placed on strengthening member engagement and retention through curated events, enhanced communication channels, and improved digital touchpoints. These efforts aim to reinforce the value of Club membership and foster a stronger sense of community.

Overall, the Club remains committed to maintaining a balanced and resilient membership base, while proactively pursuing growth opportunities across key segments and strengthening long-term member value.



Note from Chairperson

The Club recorded steady growth in the past financial year, with total membership reaching 4,111 as of 31 March 2026, an increase of 0.5% year-on-year. The Club also achieved strong financial performance, with total revenue reaching \$1.25 million, representing an 11.7% increase over last year. Growth was driven by the continued strength of the Ordinary Membership segment, alongside modest gains in Term Membership. The Club also made progress in enhancing member engagement through curated programmes, improved communications, and digital initiatives. Looking ahead, we remain focused on sustaining growth, strengthening engagement, and delivering long-term value to our members.

Kevin Huang

Chairperson, Membership, Marketing & Communications

Security

The Security Department at SGCC remained focused on safeguarding our club premises over the past year through robust measures and continuous improvements. Key areas of focus included CCTV surveillance, officers' training, incident management, speed limit enforcement, and planned upgrades to our Electronic Parking System ensuring a safe and secure environment for all members and guests.



1. CCTV Surveillance

Our comprehensive CCTV system, with cameras strategically placed throughout the premises, provided effective monitoring and supported incident investigations throughout the year. The footage has been instrumental in resolving issues and identifying potential security breaches.

2. Staff Mandatory Training

All security officers have successfully completed the mandatory training programme, enhancing their skills in crowd management, first aid, emergency response, and conflict resolution. Regular drills and refresher courses ensure the team remains fully equipped to handle various scenarios effectively.



from left to right: Members and guests receiving assistance at the Club's reception and drop-off points.

3. Incident Report

During the year 2025/26, we reported a total of 17 security-related incidents, including:

- Accidents: 1 case
- Medical Emergencies: 6 cases
- Breaches/Violations: 5 cases
- Dispute cases: 3 cases
- Flood Incident: 2 cases

The majority of these incidents were minor and did not result in any significant losses or injuries. However, we take all incidents seriously and have taken steps to prevent similar incidents from occurring in the future.

4. Speed Limit within the Club Premises

The speed limit within the Club premises is strictly enforced at 15 km/h to ensure the safety of all members, guests, and staff. Signage is posted throughout the grounds, and patrols are conducted to monitor compliance.

Please adhere to this speed limit for the safety and security of our community.

5. Club Decal Display

It has been observed that some members are still not displaying their Club decal. Please be reminded that, according to Club rules, the decal must be displayed prominently for identification and verification purposes.

6. EPS Upgrading

One of our upcoming projects involves upgrading our car park system from EPS to EEP to align with the mandatory ERP 2.0 implementation. We are targeting this upgrade for October 2026.

Please be advised that the new system will not recognise the current In-Vehicle Unit (IU) once the upgrade is complete. Therefore, all members are encouraged to upgrade their IU to the new On-Board Unit (OBU) by the end of September 2026 to ensure seamless access.

Conclusion

The Security Department at SGCC remains committed to providing a safe and secure environment for our members, guests, and staff. While the number of incidents recorded this year was relatively low and largely minor, we remain vigilant and proactive in addressing potential risks.

Through continuous improvements in surveillance, training, and infrastructure, we will continue to strengthen our security measures and enhance overall safety across the Club. Our goal remains to ensure a secure and enjoyable environment for all who visit SGCC.

Note from Chairperson

The Chairperson, Security wishes to thank all members of the Security Team for the work they have put in over the past year; and also wishes to express appreciation to all Club members for their support and patience to our Security Team.

Joseph Goh

Chairperson, Security



Facility, Maintenance, and Safety

The Facilities, Maintenance, and Safety Department is integral to the Club's operational framework, playing a crucial role in ensuring that all facilities, infrastructure, and common areas are maintained in a safe, reliable, and comfortable manner. By prioritising ongoing maintenance and strategic improvements, the department is committed to cultivating a welcoming, aesthetically pleasing, and well-maintained environment for all members, guests, and staff.

Above: Waterproofing works carried out at the substation area.

Work Done at a Glance

Area of Work	Number of Items Highlighted
Completed facility upgrades and refurbishments	6
Completed maintenance and infrastructure works	5
Completed festive decoration initiatives	5
Completed festive decoration initiatives	3

Overview of Achievements

Over the past year, the department has successfully executed a wide range of facility upgrades and maintenance initiatives. These efforts have not only enhanced the functionality and appearance of the Club but have also ensured seamless operations and preserved the integrity of the Club's infrastructure. By

focusing on both immediate needs and long-term sustainability, the department has significantly improved the overall experience for everyone associated with the Club.

1. Projects and Facility Enhancements

Objective: The primary objective of the Facilities, Maintenance, and Safety Department is to enhance the Club's facilities through thoughtful upgrades and refurbishments. These efforts aim to improve functionality, aesthetics, and the overall member experience, ensuring that the Club remains a premier destination for all.

Key Achievements

1.1 Kensington Ballroom Renovation

The ballroom has been completely renovated to revitalise its interior and enhance the overall ambience. This project included a complete overhaul of the decor, upgraded lighting, and improved acoustics.

The newly transformed space now provides a modern, functional, and welcoming venue for member functions,



From Left:
Newly completed nursing room for members and guests.

Refurbished bowling alley with refreshed interiors.



celebrations, and Club events. This upgrade not only boosts the aesthetic appeal but also accommodates a diverse array of activities, from formal gatherings to casual celebrations.

At a later stage, it will be necessary to address some floor levelling issues related to the concrete slab. These adjustments will be carried out whenever feasible to minimise disruption to ongoing operations and ensure a smooth transition. Our goal is to maintain a safe and functional environment while efficiently managing any necessary improvements.

1.2 Atrium Toilet Upgrade and Nursing Room Construction

Extensive improvements have been made to the toilet facilities at the atrium level, significantly elevating the overall experience for both members and guests. These upgrades feature the installation of modern, eco-friendly fixtures that not only promote hygiene but also support sustainability initiatives.

The stylish decor complements the Club's aesthetic, creating a cohesive and inviting atmosphere. In addition to the upgraded toilet facilities, a dedicated nursing room has been constructed to cater specifically to the needs of families visiting the Club. This thoughtfully designed space includes comfortable seating, privacy partitions, and essential amenities, ensuring a welcoming environment for parents and caregivers. This commitment to family-friendly services reflects the Club's dedication to inclusivity, providing a supportive space for all visitors.

Recognising entrance design challenges, we are also considering and implementing additional privacy measures to enhance the experience further.

By prioritising the needs of our members and their families, the Club ensures that everyone feels valued and accommodated during their visits, reinforcing our commitment to creating a warm and inclusive community.

1.3 Addition and Alteration (A&A) – Staff Lounge and Rest Room

The staff lounge and restroom have undergone significant upgrades aimed at creating a more comfortable and supportive environment for our employees. This initiative is designed to enhance staff well-being by providing a dedicated space where team members can relax, recharge, and socialise during breaks.

The redesigned lounge features contemporary furnishings that prioritise comfort and functionality, including ergonomic seating and collaborative areas for informal meetings. Modern amenities such as a kitchenette with coffee and snack options have been added to promote convenience and encourage social interaction among staff.

The restroom facilities have also been updated to ensure cleanliness and accessibility, with eco-friendly fixtures that align with the Club's commitment to sustainability.

By fostering a positive and inviting atmosphere, these enhancements contribute to increased operational efficiency and improved staff morale. A well-designed staff space not



Above:
Renovated
atrium toilets
with upgraded
fittings.

only supports employee satisfaction but also strengthens teamwork and collaboration, ultimately benefiting the entire Club community.

1.4 KTV Room Refurbishment

The KTV room has undergone a comprehensive refurbishment, featuring new carpet installation and a fresh coat of paint on the ceiling. These enhancements have transformed the interior ambience, making it a more inviting and enjoyable space for members to unwind and socialise.

The updated design not only revitalises the aesthetic appeal but also elevates the overall experience, positioning the KTV room as a favoured destination for social gatherings and entertainment. With improved acoustics and a cosy atmosphere, members can fully enjoy their time together, celebrating special moments or simply enjoying a night out.

1.5 Bowling Alley Refurbishment

The bowling alley has recently undergone a comprehensive refurbishment, which includes new carpet installation and a fresh coat of paint. These improvements not only enhance the visual appeal of the space but also ensure its continued functionality,

creating a vibrant environment for both members and guests. The updated decor features lively colours and designs that reflect the energy of the Club, fostering an engaging atmosphere where everyone feels welcome.

With these enhancements, the bowling alley transforms into an inviting hub for social interaction, encouraging members to participate in leisure activities together. This revitalised space promotes a strong sense of community and fun, making it an ideal location for friendly competitions, family outings, and social gatherings.

By providing a modern and enjoyable setting, the bowling alley enhances the overall recreational experience, inviting members to create lasting memories while enjoying their time at the Club.

1.6 Beer Garden Upgrade

The beer garden has undergone significant enhancements aimed at improving usability and overall member experience. One of the main upgrades includes the removal of the existing wooden decking. This change transforms the area, making it more accessible and functional for all guests.

The removal of the wooden decking not only eliminates potential trip hazards but also allows for a smoother and more uniform surface. This upgrade enhances safety, making the space more inviting for all members, including those with mobility challenges.

By creating a single-level layout, the beer garden becomes more cohesive and easier to navigate. This design choice fosters a more open and welcoming atmosphere, encouraging members to gather and socialise without the barriers previously posed by the decking.

These enhancements not only maximise the usability of the beer garden but also create a more enjoyable atmosphere for members and guests. By prioritising comfort, safety, and aesthetic appeal, the Club demonstrates its commitment to providing exceptional recreational spaces that foster community and connection.

2. Maintenance and Infrastructure Works

Objective: The primary objective of our maintenance and infrastructure efforts is to ensure that the Club's facilities remain safe, reliable, and fully operational. As the Club ages, it becomes increasingly vital to prioritise ongoing maintenance to safeguard our infrastructure and enhance the longevity of our amenities.





Above:
Upgrading
works for the
staff lounge and
rest room.

Regular maintenance and timely repairs are essential components of this strategy. By addressing potential issues before they escalate, we can maintain the integrity of our facilities and provide a seamless experience for our members. Proactive preventive improvement works are implemented to not only fix existing problems but also to anticipate future needs, ensuring that the Club remains a welcoming and functional space for years to come.

This commitment to upkeep is crucial for the Club's future, as it reflects our dedication to providing a safe and enjoyable environment for all members and guests. By investing in our facilities today, we are laying the foundation for sustainable growth and continued excellence in service, ensuring that the Club remains a cherished destination for the community.

Key Achievements

2.1 Epoxy Painting at Underpass Staircase

An epoxy coating has been applied to the staircase at the underpass, significantly improving both its durability and safety. This innovative initiative not only preserves the overall aesthetic of the facility but also minimises wear and tear, ensuring that the staircase remains in excellent condition for years to come. The slip-resistant surface enhances safety for all users, reducing the risk of accidents and creating a more secure environment.

2.2 Waterproofing Works at Substation and Bin Centre

Preventive waterproofing measures have been implemented at the substation and bin centre to proactively address potential water seepage issues. By reinforcing these critical areas, we safeguard vital building

infrastructure and significantly reduce the risk of costly repairs in the future. This proactive approach not only protects our assets but also enhances the overall functionality and longevity of the facilities.

2.3 Installation of Additional Speed Hump

An additional speed hump has been strategically installed within the Club premises to improve traffic safety and promote responsible driving behaviours. This enhancement is designed to protect pedestrians and ensure a safer environment for everyone navigating the compound. By contributing to the overall safety culture of the Club, this initiative fosters a more secure and enjoyable experience for all members and guests.

2.4 Replacement of Faulty Air-Conditioning at Atrium Café

The faulty air-conditioning unit at the Atrium Café has been replaced to restore optimal cooling performance. This upgrade ensures a comfortable dining environment for members and guests, which is essential for enhancing their overall experience at the Club. By providing a pleasant atmosphere, we encourage increased patronage and satisfaction within our dining facilities.

2.5 Replacement of Aging Kitchen Exhaust Motor

The aging kitchen exhaust motor has been replaced to maintain proper ventilation and support the safe and efficient operation of the Club's kitchen facilities. This critical upgrade ensures optimal functioning of kitchen equipment, directly contributing to food safety and service



Above:
Replacement
of the ageing
kitchen
exhaust motor.

quality. By prioritising the efficiency of our kitchen operations, we enhance the dining experience for all members and guests.

3. Festive Decorations

Objective: Festive Decorations Initiative

The objective of the festive decorations initiative is to infuse the Club with warmth, vibrancy, and a palpable sense of celebration. By thoughtfully marking major cultural and seasonal occasions, we create decorations that resonate with our community, enhancing the overall atmosphere of the Club and fostering a spirit of togetherness.

Key Achievements

Throughout the year, our department has successfully transformed the Club's spaces with festive decorations, cultivating a lively and welcoming environment for members, guests, and visitors alike. Some of the highlights include:

3.1 Deepavali Celebrations: The Club was adorned with vibrant decorations to honour the Festival of Lights. The intricate displays and colourful motifs created a joyful ambience, inviting members to partake in the celebrations and share in the spirit of unity and festivity.

3.2 Club's 70th Anniversary: A grand celebration marked the Club's milestone anniversary, featuring special decorations

that reflected our rich history and long-standing contributions to the community. These elements not only celebrated our legacy but also instilled a profound sense of pride among members, reinforcing the Club's enduring significance.

3.3 Christmas Festivities: The Club embraced the holiday season with enchanting decorations, including a beautifully adorned Christmas tree that added a magical touch to the festivities. The warm glow of lights and seasonal ornaments created a cosy atmosphere, encouraging members and guests to gather and celebrate the joy of the season.

3.4 Chinese New Year Celebrations: In celebration of the Lunar New Year, the Club showcased traditional decorations that embraced cultural heritage. The vibrant red banners and symbolic motifs fostered a festive atmosphere, inviting members to engage in the spirit of renewal and celebration.

3.5 Hari Raya Festivities: Thoughtfully designed decorations marked this significant occasion, promoting a sense of community and togetherness among members and guests. The decorations reflected the beauty of cultural traditions, encouraging participation and enhancing the Club's inclusive spirit.

These efforts not only elevate the aesthetic appeal of the Club but also promote a sense of belonging and community spirit. Each celebration becomes a memorable experience, fostering connections among members and enriching the overall Club environment.

4. Proposed Upcoming Projects

As we look to the future, the Facilities, Maintenance, and Safety Department is dedicated to the continuous improvement of the Club's infrastructure, amenities, and sustainability initiatives. We are currently exploring several exciting projects aimed at enhancing the member experience and supporting operational efficiency.

Key proposals include:

4.1 Construction of Pickleball Court

Objective: To expand the Club's recreational offerings and promote greater member participation in sports activities, particularly the rapidly growing sport of pickleball.

Details: This project involves the construction of dedicated pickleball courts that will accommodate both casual play

and organised tournaments. By providing this facility, we aim to cater to members of all ages, encouraging a healthy lifestyle and fostering community engagement through sports.

4.2 Kitchen Equipment Upgrades

Objective: To enhance the operational efficiency and safety of our food and beverage services, we aim to upgrade essential kitchen equipment. This includes the installation of a new walk-in chiller and freezer, which have long been overdue for replacement. These upgrades are critical for improving operational efficiency and ensuring the highest standards of food safety.

Details: This initiative will involve the procurement and installation of a new walk-in chiller and freezer, state-of-the-art kitchen appliances, such as energy-efficient ovens, refrigerators, and food preparation equipment. These upgrades will not only improve the quality and speed of service but also ensure compliance with health and safety regulations, ultimately enriching the dining experience for our members and guests.

Another option to explore is the installation of an air-conditioning and spot-cooling fresh air system throughout the Atrium kitchen. This enhancement would create a more comfortable working environment for the Club's culinary and stewarding teams. By regulating the temperature, we can improve staff productivity and overall job satisfaction, ultimately contributing to the quality of service provided to our members and guests.

4.3. Solar Panel & EV Installation Assessment

Objective: To explore sustainable energy solutions that could significantly reduce electricity consumption and promote environmentally responsible operations.

Details: We will undertake a thorough assessment to determine the feasibility of installing solar panels and electric vehicle (EV) charging stations on the Club premises. This initiative is designed to harness renewable energy, reducing our dependence on conventional energy sources and lowering operational costs over time. By embracing solar energy, the Club can significantly minimise its carbon footprint and demonstrate a strong commitment to sustainability, setting a positive example for the community.



5. Conclusion

These proposed initiatives reflect the Club's unwavering commitment to enhancing facilities, strengthening operational efficiency, and promoting sustainability. By prioritising these projects, we aim to continuously improve the overall experience for our members and guests, ensuring that the Club remains a vibrant and welcoming environment for all. As we move forward, we are excited about the potential these enhancements hold for enriching our community and supporting a sustainable future.

Above:
Epoxy painting works at the underpass staircase.

Note from Chairperson

Over the past year, despite constrained manpower and a number of operational challenges, the Facilities Management Sub-Committee (FMS) has continued to invest in and improve the Club. We have carried out a programme of upgrading works to the building and facilities aimed at enhancing safety, functionality and overall member's experience.

We sincerely thank all members for their patience, understanding and ongoing support while these projects were underway. Your cooperation has been invaluable in allowing the works to proceed with minimal disruption.

Looking ahead, we will be commencing further improvement projects in the coming year. We ask for your continued support and feedback as we implement these enhancements to better serve the Club community.

Mathivanan Krishnan

Acting Chairperson, Facilities,
Maintenance & Safety

Human Resources

Building upon the strong foundation of previous years, SGCC continued to prioritise employee well-being and operational efficiency in FY25/26. We are proud to announce that SGCC again achieved accreditation with the Progressive Wage (PW) Mark, reaffirming our commitment to uplifting the welfare and professional development of our workforce.



Above: Recognising the achievements of SGCC staff at the EXSA Awardees 2025 presentation.

Staff Strength

Here is a snapshot of the manpower in the last three financial years:

Financial Year	Manpower
FY2023/2024	116
FY2024/2025	114
FY2025/2026	114

Excellent Service Award - Staff Recipients

Our dedication to service excellence was further validated at the Singapore Hospitality Industry Excellent Service Award (EXSA). This year, our team was recognised and achieved an impressive 2 Star Awards, which is the highest tier of recognition – showcasing a deep commitment to service excellence, a role model within our industry, and received significant commendation from the members. The 2 Gold and 2 Silver awardees reflect our continued commitment to the service excellence, reflecting significant progress in our service standards. We extend our warmest congratulations to:

Star Awardees		Gold Awardees		Silver Awardees	
1	Wang Huai Fang	1	Ravi Sangar A/L Gopal	1	Lee Mui Koon, Jean
2	Liza Bte Mustafa Teng	2	Tay Peng Chuan	2	N Santra Segar Naranasamy



From clockwise: Students visited SGCC as part of the ITE Learning Journey. SGCC participated in the Recruitment Fair @ OTH. Staff gathered for the Employee Townhall.

Training & Development

Investing in Our People

We believe that investing in training increases productivity, staff retention, and career progression. This year, we focused heavily on safety, risk management and specialised skills.

Skills Training	Development Courses
BizSAFE Level 2: 10 senior employees trained in Risk Management	Building a Winning Corporate Culture
Safety First: Standard First Aid & AED training across all departments	Digital Marketing: Search Engine Marketing
F&B Safety: Food Safety Refresher & Levels 3 & 4	Foundations of Brand Storytelling
Security: Remote Surveillance & Access Control Management	Mentorship – Mentor @ Work Programmes Creative – Digital Music Production

Talent Pipeline & Engagement

To attract potential talent and increase corporate branding, the Club participated in various recruitment fairs, including partnerships supported by the North East Community Development Council. SGCC hosted a 'Learning Journey' for 40 ITE Club Management students to enhance corporate branding and promote our internship programme. Through presentations by the General Manager and HR Manager followed by a guided site tour,

the initiative provided students with valuable industry exposure while positioning SGCC as a premier destination for talent development.

We also welcomed interns from ITE for our F&B and S&R departments, and hosted students from Catholic Junior College under the Work Attachment and Shadowing Programme (WASP) to improve their capacity to manage future career pathways.

Building a Thriving Team:

Engagement & Wellness Highlights

Employee engagement remains a cornerstone of our culture. Highlights from the year included:

- **Staff Appreciation:** Annual Dinner, Christmas Party, and CNY Lo Hei.
- **Wellness:** Annual health screenings to maintain a healthy workforce.
- **Industry Networking:** Our team achieved a respectable 4th place at the Inter-Club Strike Challenge 2025.
- **Employee engagement:** Townhall
- **Labour Relations:** A renewal of the Collective Agreement (2025-2028) was signed on 6 February 2026, with the Singapore Manual & Mercantile Workers' Union, graced by Club President Mr Mathivanan Krishnan. This successful renewal secures another three years of industrial harmony and introduces improved employee benefits designed to enhance the overall well-being and financial security of our dedicated workforce.

The Year Ahead: Digital Transformation & Strategic Agility

To ensure the Club remains a premier destination for both members and talent, our focus for the upcoming year will be anchored by four strategic pillars:

1. Digitalisation of Workforce Management

We are launching a major Face Recognition Project to replace physical thumbprint attendance. This state-of-the-art automated system ensures data flows seamlessly from the device to the cloud and directly into our payroll system.

- **Efficiency:** Automated TMS and Pay Runs will eliminate manual data entry.
- **Enhanced Functionality:** The system introduces advanced modules for OT approval and detailed project costing reports.
- **Employee Empowerment:** A dedicated mobile app will allow staff to view planned shifts in real-time, improving transparency and scheduling flexibility.

2. Enhancing the Employee Experience, we remain committed to optimising the employee journey to drive productivity and talent retention. By integrating our new digital tools with current leave management and payroll modules, we aim to provide a seamless administrative experience for all staff, allowing them to focus more on high-quality member engagement.

3. Sustainable Wellness (ESG) Prioritizing mental health and work-life balance remains a top priority. We will continue to build a thriving team environment that contributes to a sustainable future for both our employees and the Club, ensuring our workforce feels valued and supported.

4. Strategic Alignment with Government Wage Initiatives. The Club is proactively preparing for the next phase of the national Food Services Progressive Wage Model (PWM). This government initiative mandates a scheduled wage increase to a minimum of \$2,220 per month for full-time food services workers, effective 1 July 2026. We are currently conducting comprehensive impact studies to align our operations with these mandated requirements. This strategic review ensures that our award-winning service standards remain sustainable while we remain fully compliant with national labour standards and the latest PWM developments.

Note from Chairperson

The HRSC attributes this year's strategic milestones to the tight alignment between the General Committee, the Club's management, and the HR department. Its collective focus successfully delivered a refined, performance structure and smarter recruitment schedules, while strategically tapping into the national HR frameworks and funding to maximise workplace productivity. This unified effort continues to shape the progressive, fair, and rewarding environment for the entire workforce at the Club.

Dr Rodney Wong

Chairperson, Human Resources Sub-Committee

Finance & Treasury

When I look back at FY2025/2026, what stands out is not just the figures, but the people behind them. Every meal enjoyed at our F&B outlets, every game played on our grounds, every evening spent in the company of fellow members — these are what give the Club its financial pulse and its soul.

This year brought its share of wins and its share of challenges, and I want to share both with you in full transparency. The Management and General Committee have worked hard to be worthy of the trust you place in us, and this report is our way of showing you exactly where we stand.

Financial Performance Highlights

The Club recorded a net deficit for FY2025/2026 after tax and depreciation, driven primarily by a significantly higher depreciation charge reflecting our continued investment in facilities. Importantly, our underlying operational performance remained resilient — core income streams held firm even without Fruit Machine contributions for five months of the year, while membership engagement grew an encouraging 31%, affirming the Club's continued appeal to our members.

On costs, we achieved a 12% improvement in utility expenditure, partially offsetting the impact of a 3% manpower increment and the temporary loss of banquet revenue during the Kensington Ballroom upgrading works. These results reflect the General Committee's commitment to careful and responsible stewardship of the Club's finances.

As we look ahead, we remain focused on prudent financial governance, sustainable revenue growth, and delivering a Club experience that every member can take pride in.

Income and Expenditure Statement	FY 2025/2026	FY 2024/2025	YOY Variance Fav/(Unfav)	
	\$'000	\$'000	\$'000	%
Operating Income (Gross)	13,173	13,850	(677)	(5%)
Less : Cost Of Sales	(2,419)	(3,104)	685	22%
Gross Contribution	10,754	10,746	8	0%
Less : Labour and Operating Expenses	(10,542)	(10,310)	(232)	(2%)
Net Operating Surplus - without Grants	212	436	(224)	(51%)
Add : Government Grants	191	380	(189)	(50%)
Net Operating Surplus - with Grants	403	817	(413)	(51%)
Add : Non-Operating Income	756	697	59	8%
Less : Non-Operating Expenses	(1,769)	(1,445)	(324)	(22%)
Less : Taxation	(131)	(143)	12	9%
Net (Deficit)	(740)	(74)	(666)	(>100%)

Five-Year Financial Performance Overview

The table below presents five years of financial performance. Members will note that the earlier years — FY2021/2022 and FY2022/2023 — fell within or immediately after the COVID-19 pandemic period, which significantly distorted Club activity, income and expenditure patterns. For a more meaningful reading of our financial trajectory, FY2023/2024 onwards provides the clearer and fairer basis for comparison.

Financial Performance Highlights	Financial Year				
	2025/2026 \$	2024/2025 \$	2023/2024 \$	2022/2023 \$	2021/2022 \$
A. Operating Income					
Subscription	4,795,660	4,771,392	4,709,838	4,114,539	4,041,644
Transfer fee	615,090	635,825	715,580	667,130	739,410
Miscellaneous Income	645,621	521,639	461,751	244,352	192,965
Lease Rental Income	881,962	863,082	728,203	635,368	566,294
B. Contribution / (Deficit) from					
Fruit Machines	(6,685)	9,602	69,112	43,878	59,147
Facilities Booking	234,356	245,445	231,050	221,571	172,995
Other Activities	307,802	261,673	226,090	221,936	210,010
Food & Beverage	(237,891)	(43,419)	(140,633)	(570,664)	(712,573)
Total Operating Income (A+B)	7,235,915	7,265,239	7,000,991	5,578,110	5,269,892
C. Expenditure					
Operating and Administrative	(5,289,282)	(4,906,694)	(5,085,024)	(4,068,997)	(3,449,784)
Repair, Maintenance and Housekeeping	(716,792)	(598,089)	(574,908)	(561,161)	(557,900)
Water and Electricity	(826,736)	(943,703)	(1,011,749)	(756,141)	(507,434)
Total Operating Expenditure (C)	(6,832,810)	(6,448,486)	(6,671,681)	(5,386,299)	(4,515,118)
Net Operating Surplus before Depreciation	403,105	816,753	329,310	191,811	754,774
D. Non-Operating Income					
Entrance Fees	636,858	485,441	341,921	641,907	364,861
Interest Income	118,959	211,599	310,444	183,706	32,399
Total Non-Operating Income (D)	755,817	697,040	652,365	825,613	397,260
E. Non-Operating Expenses					
Depreciation of property, plant and equipment	(1,784,819)	(1,445,195)	(1,161,362)	(1,044,393)	(1,076,158)
Amortisation of Deferred Grant	16,097	-	-	-	-
Gain/(Loss) on disposal PPE	-	-	(331)	(24,263)	(2,157)
Net Surplus/(Deficit) before Tax	(609,800)	68,598	(180,018)	(51,232)	73,719
Taxation	(130,567)	(142,956)	(128,902)	(104,248)	(72,627)
Net Surplus/(Deficit) after Tax	(740,367)	(74,358)	(308,920)	(155,480)	1,092



Operating Income & Contribution from Other Activities

Total operating income for FY2025/2026 came in at \$7.24M — matching last year almost to the dollar and ahead of the \$7.00M recorded in FY2023/2024. On the surface, it may look like nothing changed. But behind that number was a year in which the Fruit Machines ceased operations mid-year and the Kensington Ballroom was taken offline for upgrading works. For income to hold firm through all of that is a quiet but significant achievement — and one that reflects the true resilience of this Club's revenue base.

Subscription income has grown steadily in the post-COVID years, reaching \$4.80M this year from \$4.71M in FY2023/2024. Lease rental income has similarly trended upward, from \$728K to \$882K over the same two-year period, reflecting the value of our tenancy arrangements. Miscellaneous income grew from \$462K to \$646K — a quiet but meaningful diversification of our revenue streams.

Food & Beverage recorded a deficit of \$238K, widening from \$43K in the prior year. The primary driver was the temporary closure of the Kensington Ballroom for upgrading works, which removed a significant source of banquet and event revenue for a meaningful part of the year. This is a disruption rather than a decline. With the Kensington Ballroom now fully restored and reopened, the General Committee is confident that the return of full banquet and event capacity will have a positive and meaningful impact on F&B performance in the year ahead.

Expenditure Trends

Total operating expenditure rose to \$6.83M this year from \$6.45M in the prior year. The increase was driven primarily by higher operating and administrative costs, reflecting two key factors — a 3% salary adjustment implemented to keep pace with prevailing market standards and ensure the Club remains competitive in attracting and retaining good people, and a reduction in government grants compared to the prior year. Both were anticipated, and both reflect a normalising operating environment in the post-COVID period.



Water and electricity costs fell from \$944K to \$827K — a 12% reduction reflecting both the Club's proactive consumption management and the easing of regulated electricity tariffs in Singapore over the financial year. Members should note, however, that global fuel price volatility means this tailwind may not persist, and the General Committee will continue to pursue efficiency measures to manage utility costs in the year ahead.

Repairs, maintenance and housekeeping costs increased from \$598K to \$717K, with the \$119K variance attributable to the full-year impact of outsourcing the Club's housekeeping function to a third-party service provider from October 2024. As housekeeping wages were previously captured under Operating & Administrative, this movement is largely a reclassification between cost categories rather than new spending.

Net Operating Surplus & Depreciation Impact

The Club recorded a Net Operating Surplus Before Depreciation of \$403K in FY2025/2026, compared to \$817K in the prior year. The moderation reflects the combined impact of higher operating and administrative costs — including the 3% salary adjustment and lower government grants — alongside the revenue disruptions discussed earlier. While the surplus is lower than we would have liked, it remains a positive result and affirms that the Club's core operations continued to generate a surplus before the impact of capital-related charges.

Non-operating income totalled \$756K for the year, up from \$697K in the prior year. Entrance fees rose encouragingly to \$637K from \$485K, reflecting healthy membership uptake and the continued appeal of the Club.

Interest income declined to \$119K from \$212K in the prior year. This was driven primarily by the lower interest rate environment — rates ranged from 1.02% to 2.80% per annum compared to 2.20% to 3.41% per annum in FY2024/2025, a reduction of at least 1% in line with prevailing market conditions. The Club's cash balances remained relatively stable throughout the year, and the decline in interest income reflects the rate environment rather than any drawdown of the Club's reserves. The General Committee will continue to optimise cash placements to maximise returns within prudent parameters.

Depreciation charges increased substantially to \$1.78M from \$1.45M in the prior year, continuing a trend that reflects the Club's sustained capital investment in its facilities and infrastructure over recent years. This is a non-cash charge, but it carries real weight on the bottom line — resulting in a Net Deficit After Tax of \$740K for FY2025/2026. Putting depreciation aside, the Club's underlying operational health remains sound. The General Committee is mindful of this trajectory and will continue to balance necessary capital investment with the long-term financial sustainability of the Club.

Cash Positions and Reserves

Cash Reserve Movement	Financial Year				
	2025/2026 \$	2024/2025 \$	2023/2024 \$	2022/2023 \$	2021/2022 \$
Financial Reserve	8.68 M	9.33 M	5.69 M	10.46 M	10.88 M
Working Cashflow Balance	3.70 M	3.22 M	6.44 M	2.10 M	1.76 M
Total Cash Reserve	12.38 M	12.55 M	12.13 M	12.56 M	12.64 M

The Club closed FY2025/2026 with a Total Cash Reserve of \$12.38M, comprising a Financial Reserve of \$8.68M and a Working Cashflow Balance of \$3.70M. The reduction in the Financial Reserve from \$9.33M to \$8.68M reflects capital expenditure drawn down during the year in support of the Club's ongoing enhancement and upgrading works.

Notwithstanding this, the Club has maintained a Total Cash Reserve consistently above \$12.0M for more than five consecutive financial years — a strong testament to the disciplined reserve management exercised over time. In a period that spanned a global pandemic, significant capital investment and a challenging operating environment, that consistency speaks for itself.

Looking ahead, members should be aware that the Club's enhancement and maintenance agenda does not end here. As the Club's facilities age and member expectations evolve, further capital investment in upgrading and repairs will be necessary — and the reserves will play an important role in funding that journey. The General Committee is therefore committed to a careful and considered approach to reserve deployment — ensuring that every dollar drawn from reserves delivers lasting value to members, while maintaining sufficient buffers to meet the Club's operational needs, regulatory obligations and any unforeseen circumstances that may arise.

Growing and protecting our reserves, even as we invest in the Club's future, remains a discipline we will not compromise on.

Looking Ahead

The year ahead will not be without its pressures. Rising costs, global uncertainties and continued capital investment needs will demand careful financial management. But we enter the new financial year on solid ground — with strong reserves, a resilient revenue base and a membership that is more engaged than ever.

The General Committee remains committed to managing your Club's finances prudently, investing wisely and delivering an experience that every member can be proud of.

Note from the Treasurer

It has been a privilege to serve as your Treasurer this year. I hope this report has given you a clear and honest picture of the Club's financial position — the progress made, the challenges faced, and the road ahead.

I would like to express my sincere appreciation to the Finance Sub-Committee, the Club's management team and staff, whose dedication and professionalism have been instrumental in navigating a demanding year. Most importantly, thank you to our members for your continued support and trust.

Thank you.

Gerade Gomez

Honorary Treasurer

On behalf of the Finance Sub-Committee



Financial Statements

31 March 2026

Serangoon Gardens Country Club

Unique Entity Number: S55SS0010E

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ORGANISATION INFORMATION

Unique entity number S55SS0010E

Registered office 22 Kensington Park Road Singapore 557271

General Committee Members	Mr Mathivanan Krishnan	President
	Dr Wong Yu Hock Rodney	Vice President
	Dr Tan Chok Jueh Edmond PBM	Honorary Secretary
	Mr Gerade Gomez	Honorary Treasurer
	Mr Goh Kong Yong	Assistant Honorary Secretary
	Ms Wong Sook Yee	Assistant Honorary Treasurer
	Mr Balbir Singh	Committee Member
	Mr Heng Song Kwang	Committee Member
	Mr Ng Kian Chong Kevin	Committee Member
	Mr See Kim Xiang Xavier	Committee Member
	Mr Teng Leng Hock	Committee Member
Ms Wong Kwee Keow Emily	Committee Member	

Independent Auditor P G Wee Partnership LLP
Chartered Accountants Singapore
111 Somerset Road #13-33
Singapore 238164

STATEMENT BY GENERAL COMMITTEE

For the financial year ended 31 March 2026

In the opinion of the General Committee,

- a) the accompanying statement of financial position, statement of comprehensive income, statement of changes in funds and statement of cash flows together with notes thereto are drawn up in accordance with the provisions of the Societies Act 1966 and Financial Reporting Standards in Singapore so as to present fairly, in all material respects, the state of affairs of the Serangoon Gardens Country Club (the "Club") as at 31 March 2026 and the results, changes in funds and cash flows of the Club for the financial 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.

The General Committee approved and authorised these financial statements for issue.

On Behalf of the General Committee,



Mathivanan Krishnan
President



Gerade Gomez
Honorary Treasurer

30 April 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Serangoon Gardens Country Club

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Serangoon Gardens Country Club (the "Club"), which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the "Act") and Financial Reporting Standards in Singapore ("SFRSs") so as to present fairly, in all material respects, the state of affairs of the Club as at 31 March 2026 and of the financial performance, changes in funds and cash flows of the Club for the year ended on that date.

Basis for Opinion

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

Other Information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditor's report thereon.

We have obtained all other information prior to the date of this auditor's report.

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

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

INDEPENDENT AUDITOR'S REPORT

To the Members of Serangoon Gardens Country Club

Responsibilities of Management and General Committee for the Financial Statements

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

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

The General Committee is responsible for overseeing the Club's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

INDEPENDENT AUDITOR'S REPORT

To the Members of Serangoon Gardens Country Club

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

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

Report on Other Legal and Regulatory Requirements

In our opinion:

- a. the accounting and other records required by the Societies Regulations enacted under the Act to be kept by the Club have been properly kept in accordance with those Regulations; and
- b. during the course of our audit, nothing has come to our attention that caused us to believe that during the year ended 31 March 2026 the Club has not complied with requirement under Clause 28.3 (d) and with each of the requirements under Cash Reserve (Clause 30), Annual Budget (Clause 31), Capital Expenditure (Clause 32) and Financial Reserve (Clause 33) of the Club's Constitution.



P G Wee Partnership LLP
Public Accountants and
Chartered Accountants
Singapore

30 April 2026

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2026

	Note	2026 SGD	2025 SGD
Operating Income			
Subscriptions		4,795,660	4,771,392
Transfer Fees		615,090	635,825
Miscellaneous Income	5	645,621	521,639
Lease Rental Income		881,962	863,082
<u>Contributions / (Deficits) From:</u>			
Fruit Machines	6	(6,685)	9,602
Facilities Booking	7	234,356	245,445
Other Activities	8	307,802	261,673
Food And Beverage	9	(237,891)	(43,419)
		<u>7,235,915</u>	<u>7,265,239</u>
Less: Operating Expenditure			
Operating And Administrative	10	(5,289,282)	(4,906,694)
Repairs, Maintenance And Housekeeping	11	(716,792)	(598,089)
Water And Electricity		(826,736)	(943,703)
		<u>(6,832,810)</u>	<u>(6,448,486)</u>
Net Operating Surplus		<u>403,105</u>	<u>816,753</u>
Non-Operating Income			
Entrance Fees		636,858	485,441
Interest Income	12	118,959	211,599
		<u>755,817</u>	<u>697,040</u>
Net Surplus Before Depreciation		1,158,922	1,513,793
Depreciation Of Property, Plant And Equipment	16	(1,784,819)	(1,445,195)
Amortisation Of Deferred Grants	24	16,097	-
Net (Deficit) / Surplus Before Tax		<u>(609,800)</u>	<u>68,598</u>
Income Tax Expense	15	(130,567)	(142,956)
Deficit for the financial year, representing total comprehensive loss for the financial year		<u>(740,367)</u>	<u>(74,358)</u>

The accompanying notes form an integral part of these financial statements

STATEMENT OF FINANCIAL POSITION

As at 31 March 2026

	Note	2026 SGD	2025 SGD
Assets			
Non-Current Assets			
Property, Plant And Equipment	16	17,454,194	17,683,465
Total Non-Current Assets		<u>17,454,194</u>	<u>17,683,465</u>
Current Assets			
Inventories	17	136,597	121,521
Members' Receivables	18	1,113,271	1,123,145
Sundry Receivables, Deposits And Prepayment	19	411,666	787,114
Interest Receivables		23,734	47,579
Fixed Deposits	20	8,802,887	6,860,083
Cash And Bank Balances	20	3,573,884	5,690,102
Total Current Assets		<u>14,062,039</u>	<u>14,629,544</u>
Total Assets		<u>31,516,233</u>	<u>32,313,009</u>
Fund And Liabilities			
General Fund			
Accumulated Funds	21	27,863,262	28,603,629
Total Fund		<u>27,863,262</u>	<u>28,603,629</u>
Non-Current Liabilities			
Lease Liabilities	23	65,147	-
Deferred Grant	24	64,388	-
Total Non-Current Liabilities		<u>129,535</u>	-
Current Liabilities			
Lease Liabilities	23	20,881	-
Creditors And Accruals	22	2,464,792	2,681,574
Members' Credit Balances And Deposits		764,681	766,784
Income Tax Payable		273,082	261,022
Total Current Liabilities		<u>3,523,436</u>	<u>3,709,380</u>
Total Liabilities		<u>3,652,971</u>	<u>3,709,380</u>
Total Funds and Liabilities		<u>31,516,233</u>	<u>32,313,009</u>

The accompanying notes form an integral part of these financial statements

STATEMENT OF CHANGES IN FUNDS

For the financial year ended 31 March 2026

	Accumulated Funds SGD
Opening Balance at 1 April 2024	28,677,987
Deficit for the financial year, representing total comprehensive loss for the financial year	<u>(74,358)</u>
Closing Balance at 31 March 2025	<u><u>28,603,629</u></u>
Opening Balance at 1 April 2025	28,603,629
Deficit for the financial year, representing total comprehensive loss for the financial year	<u>(740,367)</u>
Closing Balance at 31 March 2026	<u><u>27,863,262</u></u>

The accompanying notes form an integral part of these financial statements

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2026

	Note	2026 SGD	2025 SGD
Cash Flows From Operating Activities			
Net (Deficit) / Surplus Before Tax		(609,800)	68,598
Adjustments for:			
Amortisation of Deferred Grants		(16,097)	-
Depreciation of Property, Plant and Equipment		1,784,819	1,445,195
Interest Expense		5,291	-
Interest Income		(118,959)	(211,599)
Operating Cash Flows Before Changes in Working Capital		<u>1,045,254</u>	<u>1,302,194</u>
Changes in Working Capital			
Inventories		(15,076)	(9,849)
Operating Receivables		385,322	(400,178)
Operating payables		(218,885)	(295,929)
Cash Flows From Operations		<u>1,196,615</u>	<u>596,238</u>
Income Tax Paid		(118,507)	(115,083)
Net Cash Flows From Operating Activities		<u>1,078,108</u>	<u>481,155</u>
Cash Flows From Investing Activities			
Government Grant Received		80,485	-
Interest Received		142,804	338,828
Purchase of Plant and Equipment		(1,445,986)	(647,634)
(Decrease) / Increase in fixed deposits maturing after 3 months		(1,816,817)	1,070,311
Net Proceeds from Investment Securities		-	250,663
Net Cash Flows (Used In) From Investing Activities		<u>(3,039,514)</u>	<u>1,012,168</u>
Cash Flows From Financing Activities			
Interest Paid		(5,291)	-
Repayment of Obligations Under Lease Liabilities		(23,534)	-
Net Cash Flows (Used In) Financing Activities		<u>(28,825)</u>	<u>-</u>
Net (Decrease) / Increase in Cash and Cash Equivalents		(1,990,231)	1,493,323
Cash and Cash Equivalents At Beginning of Year		11,480,292	9,986,969
Cash and Cash Equivalents At End of Year	20	<u>9,490,061</u>	<u>11,480,292</u>

The accompanying notes form an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2026

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

1. General Information

Serangoon Gardens Country Club (the "Club") is registered under Societies Act 1966 and domiciled in the Republic of Singapore. The Club's 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.

The General Committee approved and authorised these financial statements for issue on 30 April 2026.

2. Material Accounting Policy Information

Basis of Preparation

The financial statements have been prepared in accordance with the Societies Act 1966 and Singapore Financial Reporting Standards ("SFRS").

The financial statements expressed in Singapore Dollar ("SGD") are prepared in accordance with the historical cost convention except as disclosed, where appropriate, in the accounting policies below.

The preparation of financial statements in conformity with SFRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are material to the financial statements are disclosed in Note 3 or respective notes, where disclosed.

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Club has adopted all the new and revised standards and interpretations of SFRS ("INT SFRS") that are effective for annual periods beginning on or after 1 April 2025. The adoption of these standards does not have any material effect on the financial performance or position of the Club.

Functional and Presentation Currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Singapore Dollar ("SGD"), which is the Club's functional currency.

Revenue Recognition

Revenue is measured based on the consideration to which the Club expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Club satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

i) Revenue from food and beverage

Revenue from food and beverage operations is recognised at a point in time, generally 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.

The aggregate costs of incentives provided by the lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

iii) Interest income

Interest income is recognised using the effective interest method.

iv) Subscription fees

Subscription fees are billed monthly and recognised over the period of the month.

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.

Government Grants

Government grants are recognised when there is reasonable assurance that the grant will be received and the Club will comply with the conditions associated with the grant. Grants for the acquisition of capital assets are then recognised in the statement of comprehensive income as income on a systematic basis over the useful life of the capital asset. Grants that compensate the Club for expenses incurred are recognised in the statement of comprehensive income in the same periods in which the expenses are recognised.

Employee Benefits

Defined Contribution Plans

Contributions to defined contribution retirement benefit plans are recorded as an expense as they fall due. Contributions made to government managed retirement benefit plan such as Central Provident Fund ("CPF") which specifies the employer's obligations are dealt with as defined contribution retirement benefit plans.

Employee Leave Entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for the unconsumed leave as a result of services rendered by employees up to the end of reporting period.

Leases

The Club assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) As lessee

The Club applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Club recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-Use Assets

The Club recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Club at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed under impairment of non-financial assets.

The Club's right-of-use assets are presented within plant and equipment (Note 16).

Lease Liabilities

At the commencement date of the lease, the Club recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Club and payments of penalties for terminating the lease, if the lease term reflects the Club exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Club uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Club applies the short-term lease recognition exemption to its short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

(b) As lessor

Leases in which the Club does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Club's building is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Income Taxes

(a) Current Tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting year.

Under the Income Tax Act 1947 Section 11(1), the Club's revenue (excluding investment income and rental income) is exempted from tax as more than 50% of the revenue is derived from its members. Investment income and rental income of the Club are separate and distinct from the Club's operations and hence they are taxable at the statutory tax rate of 17% (2025: 17%).

(b) Sales Tax

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales 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 sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Depreciation is calculated on the straight-line method to write off the cost of the assets over their estimated useful lives. The estimated useful lives have been taken as follows:

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

The residual values, estimated useful lives and depreciation method are reviewed, and adjusted as appropriate, at end of the reporting year. The effects of any revision are recognised in profit or loss when the changes arise.

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

Building improvements in progress are not depreciated, as these assets are not yet available for 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 off in profit or loss in the year of purchase.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Subsequent expenditure relating to property, plant and equipment that have already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits, in excess of the standard of performance of the asset before the expenditure was made, will flow to the Club and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

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.

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 profit or loss in the year the asset is derecognised.

Inventories

Inventories are valued at the lower of cost and estimated net realisable value. Cost is primarily ascertained on a weighted average basis and includes all costs associated in bringing the inventories to their present location and condition. Net realisable value is the value at which the inventories can be realised in the normal course of business after allowing for the cost of realisation.

Provision is made, where necessary, for deteriorated, damaged, obsolete or slow-moving inventories.

The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is 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.

Impairment of Non-Financial Assets

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

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value. Where the carrying amount of an asset exceeds its recovered amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss be recognised previously. Such reversal is recognised in profit or loss.

Financial Assets

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Initial recognition and measurement

Financial assets are recognised when, and only when, the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Club measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Club expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Club's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, FVOCI and FVPL. The Club only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where 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 for debt instruments is recognised in profit or loss.

Impairment of Financial Assets

The Club recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Club expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For member receivables, the Club applies a simplified approach in calculating ECLs. Therefore, the Club does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Club has established a provision matrix that is based on its historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

The Club considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Club may also consider a financial asset to be in default when internal or external information indicates that the Club is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Club. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Club determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the procedures for recovery of amounts due.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and at banks and fixed deposits with maturity not more than three months from the date of acquisition.

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.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

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 de-recognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

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.

Provisions

Provisions are recognised when the Club has a present obligation (legal or constructive) as a result of a past event, 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.

3. Significant Accounting Judgements and Estimates

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key Sources of Estimation Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful Lives of Property, Plant and Equipment

The cost of property, plant and equipment is depreciated on a straight-line basis over the property, plant and equipment's estimated economic useful lives. Management estimates the useful lives of these property, 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 could impact the economic useful lives of these assets, therefore, future depreciation charges could be revised. The carrying amount of the property, plant and equipment at the end of the reporting period is disclosed in Note 16 to the financial statements.

4. Key Management Compensation

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

	2026	2025
	SGD	SGD
Salaries and other short-term employee benefits	1,040,833	1,001,613
Contributions to defined contribution plan ("CPF")	130,508	124,229
	<u>1,171,341</u>	<u>1,125,842</u>

5. Miscellaneous Income

	2026	2025
	SGD	SGD
Advertisement	5,780	6,700
Car park charges	189,010	-
Electronic parking systems	125,748	128,946
Minimum spend limit	214,615	268,995
Reimbursement income	88,110	94,449
Sundry income	22,358	22,549
	<u>645,621</u>	<u>521,639</u>

6. Fruit Machines

	2026	2025
	SGD	SGD
Collections	623,230	1,319,200
Deductions:		
Payment to winners	(387,460)	(822,089)
Government tax [including goods and services tax of SGD 19,472 (2025: SGD 41,056)]	(146,031)	(309,159)
Maintenance of machines	(16,306)	(30,283)
General supplies	(9,850)	(13,294)
Direct staff costs		
– Salaries and wages	(59,757)	(115,226)
– Contributions to defined contribution plan ("CPF")	(5,260)	(9,963)
Other operating expenses	(5,251)	(9,584)
(Deficit) / Contribution from Fruit Machines	<u>(6,685)</u>	<u>9,602</u>

7. 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.

8. Other Activities

	2026	2025
	SGD	SGD
Aerobics and fitness	106,122	82,661
Billiards	(677)	(1,363)
Bowling	3,369	(1,238)
Darts	(4,795)	(3,142)
Chess	2,626	1,009
Golf	(1,089)	(1,891)
Membership relations activities and classes	(53,155)	(45,283)
Squash/table-tennis	7,384	8,640
Swimming	185,569	176,045
Tennis	64,786	50,491
Youth/video games	3,478	2,112
Miscellaneous	(5,816)	(6,368)
Contribution from Other Activities	<u>307,802</u>	<u>261,673</u>

9. Food And Beverage

	2026	2025
	SGD	SGD
Sales	5,206,673	5,350,896
Less: Cost of Sales	<u>(1,885,530)</u>	<u>(1,973,039)</u>
Gross contribution	3,321,143	3,377,857
Less: Direct staff costs		
– Salaries and wages	(2,432,324)	(2,283,321)
– Contributions to defined contribution plan (“CPF”)	(237,157)	(251,971)
– Foreign worker levy	(109,564)	(117,162)
Other operating expenses	<u>(779,989)</u>	<u>(768,822)</u>
Deficit from Food and Beverage	<u>(237,891)</u>	<u>(43,419)</u>

10. Operating And Administrative

	2026	2025
	SGD	SGD
Audit Fees	15,000	15,500
Decorations	28,833	13,290
General Expenses	46,446	55,798
Government and Licence Fees	16,107	12,325
HR Consultancy	-	1,280
Insurance	185,144	119,315
Interest Expense (ROU) (note 23)	5,291	-
Laundry	1,518	1,194
Medical	8,658	75,089
Meeting Expenses	28,474	31,825
Members' Introduction Expenses	86,142	54,121
Nets/ Cashcard Commission	31,711	27,945
Newsletter Printing	49,500	49,600
Postage	13,783	12,899
Printing, Stationery and Magazines	46,531	46,001
Professional and Legal fees	4,180	15,080
Promotional Materials	122,221	124,105
Property Tax	317,125	307,275
Recruitment Costs	4,937	6,507
Refreshment	4,644	2,827
SGCC Anniversary Celebration	96,453	-
Staff Cost		
– Salaries and Wages	3,420,831	3,226,651
– Contributions to Defined Contribution Plan (“CPF”)	436,912	386,658
– Foreign Worker Levy	75,194	111,468
– Employee Leave Entitlements	15,771	5,227
Staff Benefits	142,017	126,099
Staff Incentive	49,395	47,502
Staff Training	8,154	10,261
Telephone	12,632	13,105
Transport	15,678	7,747
Total Operating and Administrative	<u>5,289,282</u>	<u>4,906,694</u>

11. Repairs, Maintenance And Housekeeping

	2026	2025
	SGD	SGD
Housekeeping and Landscaping	364,141	255,848
Repairs and Maintenance		
– building	91,029	86,963
– equipment/furniture	250,132	246,620
– bowling alley	11,490	8,658
	<u>716,792</u>	<u>598,089</u>

12. Interest Income

	2026	2025
	SGD	SGD
Fixed Deposits	118,959	208,352
Investment Securities	-	3,247
	<u>118,959</u>	<u>211,599</u>

Interest rates during the year ranged from 1.02% to 2.8% (2025: 2.2% to 3.41%) per annum.

13. Government Grants

	2026	2025
	SGD	SGD
Special Employment Credit	75,462	33,141
Wage Credit Scheme	115,976	347,041
	<u>191,438</u>	<u>380,182</u>

14. Employee Benefits Expense

	2026	2025
	SGD	SGD
Salaries and wages	6,104,952	6,018,219
Contributions to defined contribution plan ("CPF")	679,329	648,592
Foreign worker levy	75,194	111,468
Employee leave entitlements	23,666	10,255
Special Employment Credit	(75,462)	(33,141)
Wage Credit Scheme	(115,976)	(347,041)
Others	468,243	451,497
	<u>7,159,946</u>	<u>6,859,849</u>

15. Income Tax Expense

	2026 SGD	2025 SGD
Current income tax	<u>(130,567)</u>	<u>(142,956)</u>

The income tax expense varied from the amount of income tax expense determined by applying the Singapore income tax rate of 17% (2025: 17%) to profit (loss) before income tax as a result of the following differences:

	2026 SGD	2025 SGD
(Deficit) / Surplus before tax	<u>(609,800)</u>	<u>68,598</u>
Tax at statutory rate of 17% (2025: 17%)	(103,666)	11,662
Tax effect of:		
- Non-taxable items	(1,230,747)	(1,177,836)
- Non-allowable items	1,482,405	1,326,555
- Tax exemptions and reliefs	<u>(17,425)</u>	<u>(17,425)</u>
Total tax expense	<u>130,567</u>	<u>142,956</u>

Under Section 11(1) of the Singapore Income Tax Act, no tax is payable if the Club receives from its members not less than half of its gross receipts on revenue account. However, the tax exemption does not apply to other sources of income such as interest income and rental income.

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

16. Property, Plant And Equipment

	Amusement equipment	Bowling equipment	Clubhouse buildings and underpass	Computers	Furniture, fittings and office equipment	Kitchenware, crocery and utensils
	SGD	SGD	SGD	SGD	SGD	SGD
Cost						
At 1.4.2024	539,638	1,187,203	35,141,362	1,107,876	2,251,048	149,132
Additions	-	5,000	82,443	21,131	48,182	-
Disposals	-	-	-	-	(16,006)	-
Transfer	-	-	-	-	-	-
At 31.3.2025 and 1.4.2025	539,638	1,192,203	35,223,805	1,129,007	2,283,224	149,132
Additions	-	20,032	39,350	53,335	210,285	10,662
Disposals	(539,638)	-	-	-	(5,200)	(3,874)
Adjustment	-	-	-	-	-	-
Transfer	-	-	19,000	-	15,200	-
At 31.3.2026	-	1,212,235	35,282,155	1,182,342	2,503,509	155,920
Accumulated Depreciation						
At 1.4.2024	527,971	1,095,310	19,091,782	1,029,042	2,129,330	149,132
Depreciation for year	6,667	26,597	866,172	48,909	39,488	-
Disposals	-	-	-	-	(16,006)	-
At 31.3.2025 and 1.4.2025	534,638	1,121,907	19,957,954	1,077,951	2,152,812	149,132
Depreciation for year	5,000	27,415	881,393	48,413	68,587	683
Disposals	(539,638)	-	-	-	(5,200)	(3,874)
At 31.3.2026	-	1,149,322	20,839,347	1,126,364	2,216,199	145,941
Net Carrying Amount						
At 31.3.2026	-	62,913	14,442,808	55,978	287,310	9,979
At 31.3.2025	5,000	70,296	15,265,851	51,056	130,412	-

16. Property, Plant And Equipment (continued)

	Motor vehicles	Pool, gymnasium and electrical equipment	Renovation	Leased equipment	Project in progress	Total
	SGD	SGD	SGD	SGD	SGD	SGD
Cost						
At 1.4.2024	13,730	4,970,192	4,929,517	-	1,272,528	51,562,226
Additions	-	238,436	252,442	-	-	647,634
Disposals	-	(69,522)	(3,360)	-	-	(88,888)
Transfer	-	7,580	1,197,173	-	(1,204,753)	-
At 31.3.2025 and 1.4.2025	13,730	5,146,686	6,375,772	-	67,775	52,120,972
Additions	16,000	763,386	334,591	109,562	-	1,557,203
Disposals	(13,730)	(47,215)	-	-	-	(609,657)
Adjustment	-	-	-	-	(1,655)	(1,655)
Transfer	-	-	31,920	-	(66,120)	-
At 31.3.2026	16,000	5,862,857	6,742,283	109,562	-	53,066,863
Accumulated Depreciation						
At 1.4.2024	13,730	4,388,006	4,656,897	-	-	33,081,200
Depreciation for year	-	184,916	272,446	-	-	1,445,195
Disposals	-	(69,522)	(3,360)	-	-	(88,888)
At 31.3.2025 and 1.4.2025	13,730	4,503,400	4,925,983	-	-	34,437,507
Depreciation for year	2,133	330,531	395,069	25,595	-	1,784,819
Disposals	(13,730)	(47,215)	-	-	-	(609,657)
At 31.3.2026	2,133	4,786,716	5,321,052	25,595	-	35,612,669
Net Carrying Amount						
At 31.3.2026	13,867	1,076,141	1,421,231	83,967	-	17,454,194
At 31.3.2025	-	643,286	1,449,789	-	67,775	17,683,465

The Club properties are constructed on leasehold land with a tenure of 999 years (commencing 1 January 1955), registered in the names of the trustees of the Club.

17. Inventories

	2026 SGD	2025 SGD
Consumable stocks and stores	136,597	121,521
Inventories recognised as an expense in cost of sales	1,885,530	1,973,039

18. Members' Receivables

	2026 SGD	2025 SGD
Members' receivables	1,113,271	1,123,145
	1,113,271	1,123,145

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.

19. Sundry Receivables, Deposits And Prepayment

	2026 SGD	2025 SGD
Downpayment to suppliers	33,750	284,645
Prepayment	108,985	72,671
Rental receivables	86,984	98,659
Sundry receivables	76,420	133,770
Sundry refundable deposits	105,527	197,369
	411,666	787,114

20. Cash And Bank Balances And Fixed Deposits

	2026 SGD	2025 SGD
Fixed deposits	8,802,887	6,860,083
Cash and bank balances	3,573,884	5,690,102
	12,376,771	12,550,185
Less: fixed deposits with maturity more than 3 months	(2,886,710)	(1,069,893)
Cash and cash equivalents as stated in statement of cash flows	9,490,061	11,480,292

Short-term deposits are made for varying periods of between 3 months and 9 months (2024/2025: between 3 months and 6 months) depending on the immediate cash requirements of the Club and earn interests at the prevailing short term deposit rates. The interest rates of short-term deposits range from 1.02% to 1.20% (2024/2025: 2.20% to 2.80%) per annum.

The minimum financial reserve threshold for the new financial year 2026/2027 has been determined under the Club's constitution to be SGD 4M (2025/2026: SGD 4M) and the level of financial reserve needed to exit the transition period is SGD 4.5M (2025/2026: SGD 4.5M).

21. Accumulated Funds

Pursuant to Rule 45.2 of the Club's Constitution, the accumulated funds derived from the operations of the Club's fruit machines and tombola after the settlement of Club's debts and liabilities must be distributed to the approved charities in Singapore in the event of dissolution of the Club.

The movement in the accumulated funds derived from the operation of the Club's fruit machines income net of related expenditure and depreciation is as follows:

	2026	2025
	SGD	SGD
Accumulated surplus from fruit machines		
Balance at beginning of year	52,597,932	52,594,997
Contribution for the year	(6,685)	9,602
Depreciation of amusement equipment	(5,000)	(6,667)
Balance at end of year	<u>52,586,247</u>	<u>52,597,932</u>
Accumulated deficit from other activities	<u>(24,722,985)</u>	<u>(23,994,303)</u>
Net accumulated funds at end of year	<u>27,863,262</u>	<u>28,603,629</u>

22. Creditors And Accruals

	2026	2025
	SGD	SGD
Trade payables	487,760	447,725
Accrued liabilities	629,916	863,424
Other payables	107,196	134,590
Unconsumed leave entitlement	215,205	195,898
Deposit received	281,979	288,129
Entrance fee received in advance	-	12,074
GST payable	215,012	183,802
Amount held on behalf of interest groups	40,056	53,675
Subscription fee billed in advance	397,300	395,910
Rental income billed in advance	90,368	106,347
	<u>2,464,792</u>	<u>2,681,574</u>

Trade payables are non-interest bearing and are normally settled on 30 days' term.

Other payables represents amount received on behalf and are non-interest bearing and are normally settled on 30 days' term.

Deposits received are non-interest bearing and will be refundable upon termination of services.

23. Leases Liabilities

Club as a lessee

The Club has lease contracts for gym equipment with lease terms of 60 months. The Club's obligations under these leases are secured by the lessor's title to the leased assets. The Club is restricted from assigning and subleasing the leased assets.

(a) Carrying amounts of right-of-use assets classified within property, plant and equipment

	Leased equipment SGD	Total SGD
At 1 April 2025	-	-
Addition	109,562	109,562
Depreciation	(25,595)	(25,595)
At 31 March 2026	<u>83,967</u>	<u>83,967</u>

(b) Lease liabilities

	2026 SGD	2025 SGD
As at 1 April	-	-
Additions	109,562	-
Accretion	5,291	-
Payments	(28,825)	-
As at 31 March	<u>86,028</u>	-

The maturity analysis of lease liabilities is disclosed in Note 26.

(c) Amount recognised in statement of comprehensive income

	2026 SGD	2025 SGD
Depreciation of right-of-use assets	25,595	-
Interest expense on lease liabilities (Note 10)	5,291	-
Lease expense not capitalised in lease liabilities:		
- Expense relating to short-term leases	31,584	24,270
Total amount recognised in profit or loss	<u>62,470</u>	<u>24,270</u>

(d) Total cash outflow

The Club had total cash outflow for leases of SGD 60,409 (2025: SGD 24,270).

A reconciliation of liabilities arising from financing activities is as follows:

	1 April 2025	Cash flows	Non-cash changes		Others	31 March 2026
			Addition	Accretion of interests		
Lease liabilities						
- current	-	(28,825)	109,562	5,291	(65,147)	20,881
- non-current	-	-	-	-	65,147	65,147
	-	(28,825)	109,562	5,291	-	86,028

Club as a lessor

The Club has entered into operating leases on its building (Note 16). These leases are negotiated for terms of 3 to 9 years. 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.

The future minimum rental receivable under non-cancellable operating leases contracted for at the reporting period are as follows:

	2026 SGD	2025 SGD
<i>Rental receivable</i>		
Not later than one year	547,062	884,362
Later than one year but not later than five years	1,886,043	2,060,712
More than five years	-	345,193
	<u>2,433,105</u>	<u>3,290,267</u>

The leases on the Club's leasehold properties on which rentals are receivable will expire earliest on 31 May 2026 (2024/2025: 31 January 2026) and latest on 2 December 2030 (2024/2025: 2 December 2030).

24. Deferred Grant

Deferred grant represent grants received from e2i in support of the Club's digitalisation initiatives and workforce transformation.

	2026 SGD	2025 SGD
At beginning of year	-	-
Grant received during the year	80,485	-
Amortisation during the year	(16,097)	-
At end of year	<u>64,388</u>	-

25. Capital Commitments

As at the reporting date, the Club has contracted the following capital expenditures but not recognized in the financial statements as follows:

	2026 SGD	2025 SGD
Commitments for purchase of plant and equipment	22,400	105,012

The capital commitments for the current financial year relate primarily to a facial recognition system. This commitment is expected to be settled in the new financial year 2026/2027. In the previous financial year, the capital commitment related to refurbishment cost for 22 Kensington Park Road.

26. Financial Risk Management Objectives and Policies

The Club has documented financial risk management policies, these policies set out the Club's overall strategies and its risk management philosophy. The Club is exposed to financial risks arising from its operations. The key financial risks included credit risk, liquidity risk and interest rate risk.

The Club's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise adverse effects from the unpredictability of financial markets on the Club's financial performance.

The Club does not hold or issue derivative financial instruments for trading purposes or to hedge against fluctuations, if any, in interest rates and foreign exchange.

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. Market risk exposures are measured using sensitivity analysis indicated below.

Liquidity Risk

Liquidity risk is the risk that the Club will not be able to meet its financial obligations as and when they fall due. The Club's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Club reviews its working capital requirements to assess the adequacy of cash and cash equivalents to finance the operation.

Analysis of Financial Instruments by Remaining Contractual Maturities

The following are the remaining contractual maturities of financial liabilities. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements.

	Carrying amount	2026		
		Total contractual cash flow	1 year or less	2 to 5 years
		SGD	SGD	SGD
<i>Financial liabilities</i>				
Creditors and accruals	1,722,056	1,722,056	1,722,056	-
Lease liabilities	86,028	94,714	24,708	70,006
Members' credit balances and deposits	764,681	764,681	764,681	-
	2,572,765	2,581,451	2,511,445	70,006

	Carrying amount	2025		
		Total contractual cash flow	1 year or less	2 to 5 years
		SGD	SGD	SGD
<i>Financial liabilities</i>				
Creditors and accruals	1,929,766	1,929,766	1,929,766	-
Lease liabilities	-	-	-	-
Members' credit balances and deposits	766,784	766,784	766,784	-
	2,696,550	2,696,550	2,696,550	-

Credit Risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Club. The Club's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash), the Club minimises credit risk by dealing exclusively with high credit rating counterparties.

The Club has adopted a policy of only dealing with creditworthy counterparties. The Club performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Club considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Club has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due for more than 30 days or there is significant difficulty of the counterparty.

To minimise credit risk, the Club has developed and maintained the Club's credit risk gradings to categorise exposures according to their degree of risk of default. The credit rating information is supplied by publicly available financial information and the Club's own trading records to rate its major customers and other debtors. The Club considers available reasonable and supportive forward-looking information which includes the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- Actual or expected significant changes in the operating results of the debtor
- Significant increases in credit risk on other financial instruments of the same debtor
- Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the Club and changes in the operating results of the debtor

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making contractual payment.

The Club determined that its financial assets are credit-impaired when:

- There is significant difficulty of the debtor
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Club categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 30 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

The Club's current credit risk grading framework comprises the following categories:

Category	Definition of Category	Basis for Recognising Expected Credit Loss (ECL)
i	Counterparty has a low risk of default and does not have any past due amounts	12-month ECL
ii	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition	Lifetime ECL - not credit-impaired
iii	Amount is >60 days past due or there is evidence indicating the asset is credit-impaired (in default)	Lifetime ECL - credit impaired
iv	There is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery	Amount is written off

The table below details the credit quality of the Club's financial assets, as well as maximum exposure to credit risk by credit risk rating categories:

	Note	Category	12 month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
31 March 2026						
Members' receivables	18	Note 1	Lifetime ECL (Simplified)	1,113,271	-	1,113,271
Sundry receivables and deposits	19	i	12-month ECL	268,931	-	268,931
31 March 2025						
Members' receivables	18	Note 1	Lifetime ECL (Simplified)	1,123,145	-	1,123,145
Sundry receivables and deposits	19	i	12-month ECL	429,798	-	429,798

Members' receivables (Note 1)

For members' receivables, the Club has applied the simplified approach in SFRS 109 to measure the loss allowance at lifetime ECL. The Club determines the ECL by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of members' receivables is presented based on their past due status in terms of the provision matrix.

The Club uses an allowance matrix to measure the ECLs of members' receivables.

The following table provides information about the Club's exposure to credit risk and ECLs for members' receivables:

	Expected credit loss rate %	Gross carrying amount	Lifetime ECL	Credit impaired
31 March 2026				
Current (not past due)	0.00%	970,395	-	No
1 to 30 days past due	0.00%	97,322	-	No
31 to 60 days past due	0.00%	28,662	-	No
More than 60 days past due	0.00%	16,892	-	No
		<u>1,113,271</u>	-	
31 March 2025				
Current (not past due)	0.00%	974,732	-	No
1 to 30 days past due	0.00%	119,366	-	No
31 to 60 days past due	0.00%	14,185	-	No
More than 60 days past due	0.00%	14,862	-	No
		<u>1,123,145</u>	-	

There is no loss allowance arising as the expected credit losses is not material.

Exposure to credit risk

At the end of the reporting period, the Club's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position. No other financial assets carry a significant exposure to credit risk.

Financial assets that are neither past due nor impaired

Members' receivables and other receivables that are neither past due nor impaired are creditworthy debtors with good payment record with the Club. Cash and fixed deposits are neither past due nor impaired and are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

27. 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 year.

	2026	2025
	SGD	SGD
Financial assets at amortised cost	13,782,707	14,150,707
Financial liabilities at amortised cost	2,572,765	2,696,550

28. Fair Value of Financial Assets and Financial Liabilities

The carrying amount of financial assets and liabilities are reasonable approximation of their fair values due to their short-term nature.

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 did not have any other asset or liability carried at fair value.

29. 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 requirements.

30. Standards Issued but not yet Effective

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 April 2026 and earlier application is permitted. However, the Club has not early adopted the new or amended accounting standards in preparing these financial statements.

FRS 118 Presentation and Disclosure in Financial Statements

FRS 118 will replace FRS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method. The Club is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Club's statement of comprehensive income, the statement of cash flows and the additional disclosures required for MPMs. The Club is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as other.

Other accounting standards

The following amendments to FRSs are not expected to have a significant impact on the Club's financial statements.

- Amendments to FRS 21: Lack of Exchangeability
- Classification and Measurement of Financial Instruments (Amendments to FRS 109 and FRS 107)
- Annual Improvements to FRSs - Volume 11
- FRS 119: Subsidiaries without Public Accountability: Disclosures

Minutes of 68th Annual General Meeting

Held on 29 June 2025

GENERAL COMMITTEE (GC)

President	Mr Mathivanan Krishnan, Chairman
Honorary Secretary	Dr Edmond Tan Chok Jueh PBM
Honorary Treasurer	Mr Gerade Gomez
Asst Honorary Secretary	Mr Goh Kong Yong
Asst Honorary Treasurer	Ms Wong Sook Yee
Committee Members	Mr Heng Song Kwang Mr Kevin Huang Mr Balbir Singh Mr Xavier See Kim Xiang Mr Teng Leng Hock Ms Emily Wong Kwee Keow
Trustees	Mr Pao Kiew Tee Mr Thomas Tan
Auditor	Ms Cyndi Chiam Mr Alvin Tan PG Wee Partnership LLP
Legal Adviser	Mr Edward Tay Continental Law LLP

IN ATTENDANCE

General Manager	Mr Mark James
Absent with Apologies	
Vice President	Dr Rodney Wong Yu Hock
Committee Member	Mr Lam Kuet Keng Steven John PBM BBM
Trustee	Mr Leslie Yeo

Total Number of Voting Members Present: 130

1. Preliminaries

- 1.1 With a quorum present as confirmed by the General Manager ("GM"), the President called the meeting to order at 1pm. He welcomed and thanked members for taking the time to attend the 68th Annual General Meeting ("AGM").

2. President's Address

"As many of you know, this year marks a proud milestone for us — we are celebrating the 70th anniversary of our existence as a country club. Our vision remains unchanged: to be Singapore's best family club for recreational and social activities.

Let me now take a few moments to share some of the improvements and renovation works we have completed over the past year. I will be focusing specifically on the physical upgrades to the Club's facilities, not on the many new activities and events we have introduced.

F&B

We are preparing to renovate the Kensington Ballroom, with works scheduled to begin next month in July. Club 22 has undergone several enhancements, including new flooring, improved lighting, upgraded air-conditioning, and noise mitigation works. At the Beer Garden, we have added new barbecue facilities. At the Atrium Café, we implemented a QR code ordering system and upgraded the POS to improve efficiency and productivity. We are also proud to have hosted a Hungarian Food Festival at Garden Grill, a collaboration with Embassy of Hungarian for Hungarian Month.

Facility Upgrades

We have improved the Coffee Deli serving area, creating a better environment for our staff. The outdoor barbecue area has been upgraded, and the Garden Grill toilet has been renovated — some of you may have already experienced the improvements. We have also enhanced Club 22 with a new dance floor and stage lighting.

A major repair project was the replacement of our swimming pool filtration system. This was a critical upgrade, as failure would have required us to close the pool for an extended period. We also enhanced the underwater lighting fixtures in the pool and carried out upgrades at Kiddie Land.

Upcoming Projects

Looking ahead, we have several major works in the pipeline:

- The lobby glass roof has been leaking and needs complete replacement. We're currently evaluating options, and the estimated cost is between \$1.5 and \$2 million.
- The Atrium Café kitchen is outdated and has safety and fire concerns. We plan to retrofit both the kitchen and seating area, with a similar estimated cost of \$1.5 to \$2 million.
- Parts of our car park experience flooding during heavy rain, so we're planning flood mitigation measures. This is under study and could involve significant expenditure.

Membership Initiatives

We have launched new membership promotions, including:

- Conversion from NTOM to Ordinary Membership
- Supplementary to Ordinary Membership
- New Ordinary Membership Promotion at \$13,888
- Special 70th Anniversary term conversions to Ordinary
- Special 70th Anniversary Young Adult Ordinary Membership options

Details are available from our Membership team — feel free to approach them.

Major Events

Two significant events are coming up:

- **National Day Carnival**
- **Grand Gala Dinner** to commemorate our 70th anniversary

Details are on our Telegram channel and posters around the Club.

Sports & Recreation

In the gym, we have upgraded the sound system and added new equipment. For bowling, we plan to install new TVs, replace the carpets, and re-laminate the flooring.

At the swimming pool, we have added competition starting blocks. We are also working with authorities to obtain approval to build pickleball courts. These are planned for the current temporary carpark site. Our initial plan to construct them on the gym rooftop was rejected by URA, but we've since received verbal in-principle approval for Plan B. We aim to begin construction by year-end.

Financial Performance

You may have seen our annual report. I'm pleased to share that we have achieved a healthy operating surplus. Last year's surplus of \$329K increased to \$817K this year — a rise of \$487K. This was driven by:

- \$134K in lease income
- \$41K in parking revenue
- \$380K in government grants

Revenue Shifts

We have seen some shifts in revenue sources. Our jackpot machines have been underperforming, operating at a loss for most months due to new restrictions from the Gambling Regulatory Authority (GRA), which continues to impose more conditions.

F&B

F&B revenue has returned to pre-COVID levels, likely driven by minimum spending policies. We have also reduced F&B cost of sales through strategic vendor selection and better inventory management. Utility costs have decreased due to successful contract negotiations.

Cash Reserves

Our cash reserves remain strong:

- Last year: \$12.13 million
- This year: \$12.55 million

Human Resources

Staffing remains a key concern. Our budgeted headcount is 122, and our current actual is 121. We have managed to reduce the attrition rate from 38% to 36% through several measures, including:

- Competitive compensation reviews and adjustments
- Enhanced employee engagement
- Investment in staff training and development

To assess whether we are over- or under-staffed, we benchmarked against other clubs:

- SGCC: 1 staff per 36 members
- Singapore Cricket Club: 1 per 20
- SRC: 1 per 32
- Warren: 1 per 33
- British Club: 1 per 18

Based on this, our staffing appears balanced for now, but we will continue monitoring and adjusting to ensure member satisfaction.

Rising Manpower Costs

Staffing costs are increasing annually due to inflation, NWC guidelines, rising CPF contributions (especially for older staff), and stricter foreign worker quotas. Our manpower cost rose from \$6.7M to over \$7M, and it will likely continue to rise over the next five years. This is a growing challenge for any future General Committee.

Strategic Priorities for the Next Three Years

- 1. Rising Operational & Manpower Costs**
Counter with smart automation and selective outsourcing
- 2. Member Relevance**
Balance modern expectations of younger members with traditional offerings through digitalization and diverse programming
- 3. Financial Sustainability**
Diversify revenue beyond subscriptions with new income streams and pricing strategies
- 4. Environmental Sustainability**
Invest in green infrastructure and member-led eco initiatives
- 5. Membership Growth**
Tailor packages for younger members who value flexibility, perks, and digital engagement

In Closing

Our future growth depends on adapting to a new generation of members. SGCC must continue evolving — with innovation, flexibility, and a strong focus on members' needs. Thank you."

3. To confirm the minutes of the 67th annual general meeting on 30 June 2024

- 3.1 The minutes of the 67th Annual General Meeting held on 30 June 2024, which were circulated as part of the Annual Report, were duly confirmed as proposed by Mr Tony Lim (L42xx) and seconded by Mr Moorthi s/o Ayavoo (A16xx).

4. To receive the annual report and adopt the accounts for the year ended 31 March 2025

- 4.1 The Annual Report and Accounts for the year ended 31 March 2025 were received and adopted as proposed by Mr Steven Lee (L34xx) and seconded by Mr Leong Keng Thai (L97xx).

5. To appoint auditors for the ensuing year

- 5.1 Honorary Treasurer Mr Gerade Gomez proposed the reappointment of PG Wee Partnership LLP as auditors for the financial year ending 31 March 2026. The General Committee (GC) supports this, citing their strong performance, understanding of the club operations and timely reporting. This will be their third consecutive year.
- 5.1.1 The appointment of PG Wee Partnership as the Club's auditors for the ensuing financial year was seconded by Mr Moorthi s/o Ayavoo (A16xx).

6. To transact any other business of which 7 clear days' notice has been given in writing to the honorary secretary

- 6.1 The President informed the House that a total of twelve letters were received.
- 6.1.1 The President stated that all matters under Any Other Business (AOB) had been duly considered, and the GC had prepared the responses. These responses were posted on the Club's notice board on 27 June. As such, the GC considers all AOB items to have been addressed and responded to.
- 6.2 Mr Vincent Tan (T38xx) expressed that his concerns are not isolated but are shared by several other members, each with varying reasons. While industry best practices are important, he emphasized that the Club should ultimately adopt approaches that make sense specifically for SGCC. To better understand members' perspectives, he proposed conducting a survey focusing on his four proposals. The survey would allow the Club to gather feedback directly from members. If the feedback is affirmative, gym operations could be adjusted accordingly to better meet members' expectations.

6.2.1 In response to the GC's reply regarding gym instructors (GIs) performing personal training during paid working hours, Mr Vincent noted the rationale provided, that personal training supports member needs and contributes to financial sustainability.

He suggested an alternative approach where the Club could still generate similar revenue by engaging freelance trainers for personal training sessions. This would allow GIs to focus on their core responsibilities during paid hours, avoiding potential conflicts of interest and negatively affecting the morale of other staff.

Another option proposed was to explore operational efficiencies, such as hiring GIs on a part-time basis or exploring other cost-effective arrangements that remain financially viable.

6.2.2 Mr Vincent also highlighted the decline in cleanliness, discipline, and transparency in the gym compared to previous standards. He noted visible dust, mud accumulation on equipment, shields, and suction plates.

6.2.3 He also referred to his feedback regarding the stretching bar, particularly its importance to senior members. He emphasized that the bar should be considered a safety item, as many seniors use the stretching area and face difficulty getting up without proper support. He noted that such a safety bar is not currently available in the Level 2 gym.

6.2.4 The President noted that the GC has already addressed the points raised. However, should further feedback be received from members, the GC will review the matter again. At present, the bar is not classified as a safety item, if it is determined to be one, necessary remedial actions will be taken. Further engagement would be arranged with Mr Tan to discuss the details further.

6.3 Ms Jacqueline Chua (C85xx) explained that the rationale for proposing the constitutional amendment stems from a series of actions or decisions made by the GC, where there is strong sentiment among the general membership opposing some of these decisions. She emphasized that while members do not wish to obstruct the GC from performing its duties, there should be a mechanism for members to raise objections when there is significant concern. Specifically, it was proposed that if a considerable number of members, defined as at least 50 voting members, sign a petition requesting a review of a decision related to byelaws or constitutional matters, the GC should be required to table the matter at the AGM for members' consideration and decision. Specific areas including:

- Changes to operating hours of facilities
- The opening or closure of any club facility
- Implementation or adjustment of minimum spending requirements

6.3.1 Ms Jacqueline reiterated that the intent is not to prevent the GC from managing the Club, but rather to ensure that when a sufficient number of members oppose certain decisions, there is an opportunity for them to voice their objections. She concluded by noting that considerable time has been spent reviewing and preparing this motion.

6.3.2 The President acknowledged that, on the face of it, the proposed amendment reflects a perceived lack of confidence in the GC. He reiterated that the GC was elected to advise on and oversee the management and operations of the Club.

6.3.3 The President then proceeded to outline the GC's detailed response to the proposed amendment:

6.3.4 The proposed amendment significantly alters the GC's authority by introducing rigid operational constraints. It impacts governance, financial agility and daily operations as it would require full member deliberation before structural or operational changes could be implemented.

6.3.5 Clause 27 of the Constitution already provides the GC with broad oversight. The new proposal introduces unnecessary duplication and complexity. Under the proposed amendment, changes such as:

- Minimum spending adjustments exceeding 5%
- Changes to facility operating hours
- Changes to facilities, with just 50 member objections

would require approval at the AGM or an EGM. This would slow down urgent decision-making, blur leadership roles, and potentially undermines member trust in the GC.

- 6.3.6 Routine decisions risk procedural delays. For example, pool maintenance are conducted every month during which the pool is closed for one or two days. Under the amended motion, the GC would be required to convene a general meeting each time to seek approval for these routine closures. Similarly, when maintenance is needed for the sporting facilities, temporary closures may be necessary. According to the motion, even these would require approval at an AGM. It would mean holding numerous AGMs throughout the year. Furthermore, just 50 objections could overturn decisions made by the GC. In a club of nearly 4,000 members, that number may not reflect a true representative cross-section of the membership.
- 6.3.7 The GC just reported that F&B revenue has returned to pre-COVID levels. Minimum spending is a strategic tool. Requiring AGM approval for adjustments undermines financial flexibility needed to adjust to inflation, fluctuating supply costs, and changing member usage patterns. Such limitations would place additional strain on other revenue streams. The GC already operates within a framework of clearly defined checks and balances under Clause 27. Adding another layer of approval creates duplication and blurs lines of accountability. Strategic vs. operational roles become unclear.
- 6.3.8 The motion carries the risk of micromanagement. If approved, it sets a precedent for shifting more operational decisions such as staffing, pricing, and programming to the AGM. It also undermines the professional management model.
- 6.3.9 Additionally, the significant administrative burden involved in verifying objectives and initiating Extraordinary Meeting (EGM). Each general meeting is estimated to cost between \$25,000 and \$40,000. Concern was raised that, should the proposed requirements be implemented, the Club may need to convene such meetings more frequently, resulting in substantial financial implications. In addition to the high cost and slow process, there might be a risk of polarization where decisions could be disproportionately influenced by a vocal minority rather than reflecting the views of the silent majority.
- 6.3.10 Summary of Key Risks
- | | |
|-------------------|---------------------------------------|
| Area | Consequence |
| Governance | GC's leadership undermined |
| Finance | Delayed response to market conditions |
| Operations | Slower execution of daily decisions |
| Efficiency | More admin, meetings, and delay |
| Precedent | Erosion of delegated governance |
- 6.3.11 The GC concluded that it does not support the motion in its current form. The proposed amendment presents substantial operational, financial, and governance risks. Furthermore, it would effectively transfer the GC's purview over byelaws to the general membership, requiring general meetings for decisions making.
- 6.3.12 Amendments have, in the past, been accompanied by member engagement sessions, such as town hall meetings, to explain the rationale and gather broader feedback. In this instance, the majority of members have not been consulted. The motion was raised by a small group and is currently known to approximately 100 members, leaving more than 3,000 voting members uninformed.
- 6.3.13 The GC recommended that the proposed constitutional amendment be referred to an EGM. The Club will ensure that all members are duly informed. This will include the provision of detailed explanations, and the organisation of town hall. This constitutes the GC final recommendation on the matter.
- 6.4 Mr Peter Ong O02xx expressed strong support for the motion raised by Ms Jacqueline Chua. He shared dissatisfaction with the explanation provided regarding certain operational decisions, particularly the closure of the Atrium Cafe on Saturday and Sunday afternoons, which only reopens at 6:00 PM. While acknowledging that some critical matters may require swift action without calling for an EGM or AGM, the member noted that this particular issue did not fall into that category.

- 6.4.1 He recounted a personal experience where he and his wife arrived at the Club at 5:30 PM on a Saturday for an early dinner, unaware that the Atrium Café was closed. There had been no prior announcement or communication regarding the change in operating hours. Upon arrival, they found the area closed and were informed by staff that the lights could not be switched on, even for reading.
- 6.4.2 Mr Peter highlighted that approximately 25 members were waiting outside to enter the Atrium, and questioned why members were not allowed to wait inside with the lights on, especially when there were no alternative seating areas available.
- 6.5 Ms Jacqueline Chua responded to the President's earlier explanation:
1. Whether 50 is an appropriate number remains open to debate. The rationale for proposing 50 is that it represents 50% of a quorum, which requires 100 members to be formed. This basis was the reason for selecting that figure.
 2. She further remarked that in cases involving routine matters, such as food or business decisions, members are unlikely to submit formal objections if such decisions are clearly communicated. Hence, there should be confidence in members' judgment when deciding whether to petition.
 3. Ms Jacqueline cited Clause 27(b) of the Constitution, which states that the GC is responsible for carrying out decisions made at General Meetings. She also referenced Clause 27(g), which states that the General Committee shall not act contrary to the express wishes of the General Meetings without prior reference to them, and shall always remain subordinate to the General Meetings. Accordingly, she requested that the GC put the matter to a vote.
- 6.6 Mr Phuah Lian Heng P16xx sought clarification from the GC on whether a motion, once properly proposed and seconded, is automatically considered in order. If confirmed to be in order, he asked whether the GC intends to put the motion to a vote at the current meeting, or whether the GC holds the authority to withhold it from being presented to the floor. He further remarked that, should the GC decide not to allow the motion to be voted on and should this result in legal proceedings, the GC ought to take full responsibility for any legal costs incurred.
- 6.7 GC member Ms Emily Wong ("EW") expressed appreciation to members for their presence and participation. If engagement at every AGM were as active as at this forum, proceedings would be far more efficient. EW acknowledged members' concerns regarding the adjusted operating hours, particularly in relation to the karaoke facility, and clarified that these decisions were not made arbitrarily. The adjustments stemmed from ongoing cost-cutting efforts initiated by the GC, a focus at monthly committee meetings. These efforts have contributed to the Club's current healthy liquidity position. She encouraged members to recognise and appreciate the collective efforts of the GC.
- 6.7.1 In response to suggestions that certain decisions require the approval of the House, EW affirmed that members have the right, under the Constitution to file a vote of no confidence if they believe the GC has not fulfilled its duties. Regarding the AOB item raised, it would be treated as a motion and put to a vote. Members were assured that there would be no legal implications. She concluded by stating that if such a motion were passed, it would clearly signal that the GC is not performing its role. While the proposed amendment to Clause 43.1 may appear to involve a simple wording change,
- GC are also bound by Clause 27. The GC works on financial sustainability, noting that this is a global challenge. It is important for members to also consider the challenges the GC is facing.
- 6.7.2 Mr Peter expressed his appreciation for the efforts of the GC and reassured that members, by and large, are satisfied with its performance. He noted that occasional disagreements over specific implementations should not be interpreted as overall dissatisfaction. The GC should not let one or two instances of dissatisfaction discourage them from continuing to serve on the Committee.
- 6.7.3 Mr Tony Lim L42xx expressed his view on the the topic of amending the Constitution and Bye-Laws, noting that while he personally does not support making changes due to the formal and complex nature of the process, he recognises that the GC has the authority to do so, particularly in relation to matters under today's AOB. That said, he would like to reiterate that he is personally not in favour of making any changes. As a former GC member, he urged the current GC to address all AOB items necessarily and responsibly.

- 6.7.4 Mr Koh Jin Kit Kxx believe this would place an unnecessary burden on operational governance. The GC was elected to carry out its duties. To draw an analogy: if there are a billion drivers in Singapore and 50,000 decided to vote against ERP, it would not be practical for the government to suspend or prevent ERP increases on that basis. The same applies to GST. Since the GC has been elected by the members, there are already mechanisms in place to provide oversight and ensure accountability. That said, he believes the GC could have conducted more town halls and engaged in regular communication with members. Many of these concerns could likely have been resolved through such sessions over the past year, instead, by allowing them to escalate into a formal motion at the AGM. If this motion is passed, his concern is that it could paralyse the GC and hinder its ability to govern the Club effectively. Personally, he does not believe this is the right direction.
- 6.7.5 Honorary Secretary Dr Edmond Tan ("ET") highlighted that if the motion is passed, it will significantly hinder the GC and management team's ability to run the Club efficiently. He emphasized that the GC and management would be less able to respond effectively to market changes, which could impact the Club's financial stability. More importantly, he expressed his belief that there are better ways for the GC and management to collaborate with members to address such issues constructively.
- 6.7.6 Mr Tom Tan T95xx noted that the Constitution already provides a proper avenue for members to raise concerns through the requisition of an EGM. Through this avenue, members can address any issues they may have. He would also like to echo the Honorary Secretary's point that members should not make it difficult for the GC to function effectively. At the same time, the GC has a responsibility to consult members on matters they intend to implement. He believes this should be a two-way process.
- 6.7.7 Mr Leong Keng Thai aligned himself with those who had spoken against the proposed constitutional amendment. He highlighted there is already an established process to call for an EGM. He expressed discomfort that a constitutional change is being proposed under an AOB item, as it seems rather ad hoc. While he clarified that he was not opposing the intent behind the suggestion, he believe such changes should be handled in a more proper manner. Mr Leong acknowledged that the current GC team has indeed made improvements to the Club and achieved commendable financial results. He suggested that many issues raised such as karaoke, opening hours, and the atrium could have been managed more carefully. He recommended that if the GC considers these measures necessary, they should hold town halls to explain the rationale clearly to members. For example, adjusting opening or closing hours by one hour, does this really make an impact? If so, please demonstrate the benefit. If not, the GC should carefully weigh the potential loss of members against the intended cost savings. Cost-cutting is understandable, but it must be balanced with members' interests. Going forward, he urged the GC to review these matters and implement member-friendly measures.
- 6.7.8 Mr Thomas Tan T50xx expressed empathy for members who may feel inconvenienced by recent changes, noting that such matters should ideally be communicated and discussed with members in a town hall beforehand to minimise dissatisfaction. While acknowledging the GC's good work, he raised a procedural concern regarding the motion to amend the Constitution. He stated that as the motion was presented under AOB and not formally circulated to all 3,000+ members, it would not be appropriate to vote on it at this meeting. Mr Tan requested the Legal Counsel to clarify whether the motion can be voted on today, emphasising that constitutional amendments should be properly notified to the full membership to allow them the opportunity to attend and participate in the decision.
- 6.7.9 In response to the query about whether the motion was sent to all members, the President clarified that it had not been. For the past few years, AOB items submitted seven days before the AGM are reviewed by the Committee, and responses are prepared accordingly. These responses are then posted on the Club's notice board. This has been the practice in recent years.
- 6.7.10 Mr Thomas responded that, based on past practice during his tenure, important matters were always circulated to the wider membership prior to the AGM.

- 6.7.11 The President shared that, based on his experience over the past five years, any proposed amendments to the Constitution were typically accompanied by a series of town hall sessions to engage members and explain the changes in detail. These sessions were held prior to voting at the AGM or EGM. In this instance, he acknowledged that no such communication was sent to the wider membership regarding the current motion.
- 6.8 Legal counsel, Edward Tay said that first, can a constitutional amendment be submitted under AOB and put to a vote? His advice to the GC is yes, it is procedurally permissible. Second, should such an amendment have been sent to all members in advance? The answer is also yes. This, however, enters a grey area. While we have about 100 members present here today, and perhaps another 200 to 500 may have seen the notice on the board, but a matter as significant as a constitutional amendment should not rely solely on notice board publication. Such a proposal should be circulated to all members, giving them the opportunity to read and, if they wish, provide feedback on the proposed amendment.
- 6.8.1 Ms Jacqueline stated, for the record, that she had been advised by the GM Office to file her motion under AOB. She noted that an email was sent on 9 May to the GM and the GC requesting that the proposed constitutional amendment be included in the General Meeting. She further stated that she physically delivered the document related to the constitutional change to the GM on 29 May, but he declined to acknowledge receipt of the document. As the GM was subsequently on leave, Ms Jacqueline reiterated that she was advised by the GM Office to submit the motion under AOB. If this motion cannot be moved today, she would like to clarify whether she had been misinformed or misadvised regarding the correct procedure for submitting the constitutional amendment.
- 6.8.2 Ms Jacqueline said there are 2 sets of motion put up, one concerns a constitutional amendment, and the other relates to a byelaw change. When the \$12 proposal was initially introduced, she did not object because she understood that cost considerations are important. However lately, she observed that many decisions have been made without adequate consultation with the members. That is why she decided to propose this motion to ensure there is proper checks and balances in place. She clarified that the intention is not to hinder the GC's work, but when a significant number of members raise concerns, she believes those voices need to be heard. If an issue is important enough, there is no need to wait for the AGM to address it. An EGM can be called to discuss and approve operational changes that will affect the members. Input from members has largely gone unacknowledged, leading to the current situation. It is not about mistrusting the GC's execution but consider calling an EGM and hearing members' views.
- 6.8.3 Additionally, she has requested detailed disclosures on expenditures, particularly on Capex. For instance, what exactly are we spending on that requires closing the facility for an hour or two, just to save what seems like a very small amount? Are we overspending elsewhere? Are these activities generating the revenue expected? If not, we should reconsider our strategies for generating revenue.
- 6.8.4 Mr Thomas expressed that the motion could not be voted on today as advised by the legal counsel and he proposed two options: (1) the meeting could be adjourned to allow for the proper notice of the motion to be sent to all members, after which the meeting could reconvene to proceed with the matter; or (2) given that there is a quorum present, members could consider voting on whether the meeting should be adjourned specifically to allow for the minutes and the motion to be circulated, and for the meeting to reconvene at a later date to vote on the proposed amendment.
- 6.8.5 Mr Edward's clarified that his advice is that the inclusion of the matter under Any Other Business (AOB) was procedurally acceptable. However, in the case of a constitutional amendment, while it may be tabled as an AOB item, the motion should be circulated to all members beforehand. To his knowledge, this was not done. He emphasised that that if the motion is voted on without prior notification to the members, it is certainly open to challenge, as some members may not even be aware of its existence.

- 6.8.6 Mr Teng Leng Hock ("TLH"), Chairman of F&B clarified that the GC is not opposed to members voting on the matter today. However, as Mr Phuah Lian Heng mentioned, the intention is to avoid any legal disputes whether against the GC or involving members arising from the process. The GC does not wish to revisit such scenarios. As Mr Thomas Tan suggested, members may indicate their preference through a show of hands on whether to proceed with the motion. Notwithstanding the legal advice received, should the members agree in principle with the proposal, the GC will commit to convening an EGM, issuing the required notice to all voting members, and putting the motion to a formal vote. Mr Teng concluded by asking if this approach would be considered fair.
- 6.8.7 Mr Thomas reiterated that based on the legal advice received, the notice for the motion should have been circulated in advance. As it was not, a vote should technically not proceed at this time. The question now is whether the meeting should be adjourned to allow the notice to be properly issued, after which the meeting can be reconvened to vote on the motion. In the meantime, it was proposed that the members present decide whether to adjourn the meeting for this purpose. Mr Thomas asked if this was agreeable to those in attendance.
- 6.8.8 Mr Tony addressed Ms Jacqueline, requesting if a middle-ground solution could be considered. Mr Tony suggested forgoing a vote on the constitutional amendments, proposing instead that the parties involved work to resolve the underlying unhappiness without proceeding to an EGM. He noted that while he too had unresolved concerns, he supported maintaining the club's structure and the general well-being of its members. Emphasising the club's identity as a family club, he advocated for open dialogue and resolution through discussion. On behalf of the members present and others in the wider membership, he expressed his willingness to support a motion for the matter to be resolved amicably with the GC. He urged that the issues raised be addressed without incurring the time and cost of organising an EGM and related administrative processes.
- 6.8.9 Mr Peter strongly support Mr. Tony 's proposal, which aligns with his own view that members should take the simplest and most amicable approach. As a friendly family club, if the issue can be resolved at the AGM, there is no need for mailings, or reconvening another meeting. He hopes that the GC will reinstate the operating hours and the karaoke charges. For now, to revert to the previous system and take time to decide on the best way forward.
- 6.8.10 Ms Jacqueline emphasize that the proposal is not intended to undermine the GC but to ensure members can voice objections. If there are significant concerns, the matter should be referred to the general membership. The request is simply for the GC to consult members before making changes to operating hours or closing times.
- 6.8.11 Ms Jacqueline said she will not be withdrawing the motion.
- 6.8.12 TLH responded that the GC had made efforts to address the issues raised by Ms Jacqueline. However, he expressed concern that the proposed constitutional changes would make it very difficult for the GC to manage the club. Many current members of the GC have indicated they would step down if the changes pass, and it would be challenging to find replacements willing to serve under such conditions.
- 6.9 Mr Simon Yang, Y01xx, expressed concerns regarding recent operational changes, specifically the imposition of surcharges for karaoke usage. He stated that he had previously written to the President and General Manager on this matter. Mr Yang expressed the view that while it may be reasonable to impose fees for special events or functions (e.g., parties), members should not be charged additional fees for daily expenses such as karaoke, which had been provided without such charges for many years. He added that many members are dissatisfied with the revised operating hours and the additional charges.
- 6.9.1 TLH clarified that the karaoke hall has never been free, there was always a drink charge, such as \$2.50 for tea. The recent charge increase is for using the hall itself, covering services, renovations (like replacing the carpet), and other costs. The drinkers typically spend around \$100 on a bottle of liquor, so the charge is considered fair despite no system being perfect.
- 6.9.2 Mr Simon said the concern raised is about surcharges imposed on members, it is not imposed to any guest. Since members already pay a nominal membership fee, increased operating costs should not be passed on to them as additional charges.

- 6.10 Mr Kevin Huang ("KH"), Chairman of Membership, introduced himself as a first-time member of the GC, currently overseeing the Membership and Marketing Subcommittee. He shared that he was initially unaware of the level of complexity and intensity involved in GC work. He shared that GC meetings are often lengthy, frequently extending past 11:00 PM, due to extensive discussions and disagreements among members. He noted that contrary to common perception, the GC is not always in full agreement; each agenda item is thoroughly debated. On several occasions, he has had to urge the President to move discussions forward. The GC is not always in agreement, but rigorous deliberation is necessary and part of the GC's fiduciary duty.
- 6.10.1 KH shared his personal sentiment as a long-standing member. While he would like to see the same quantity and quality of food return, he acknowledged that such offerings are no longer financially viable. As a result, pricing adjustments and portion changes were necessary, difficult decisions made by the GC to ensure the Club meets its financial obligations and maintains membership value. Over the past few years, membership value had declined, largely due to financial challenges and a lack of vibrant activities. However, recent efforts rooted in financial discipline are beginning to show positive results.
- 6.10.2 Addressing member concerns, KH suggested that if a significant number of members e.g., over 50, formally object to a particular initiative, the GC and management should consider convening a dialogue session with them. This would be more constructive than pursuing constitutional amendments, which involve substantial legal and operational implications. He emphasized that his involvement in the GC is driven by a genuine desire to serve and improve the Club, not for personal benefit. He encouraged open conversation as a first step and called for thoughtful consideration before embarking on constitutional changes.
- 6.11 Ms. Agnes Tan T00xx emphasized the need to find a balanced approach to increase the Club's revenue. She highlighted a concern regarding the \$98 monthly charge imposed on children above the age of 21, even though these individuals often contribute significantly to Club spending. Ms. Agnes explained that as a parent, she bears the cost of her children's visits, including when they bring friends to the Club. She noted that these young adults frequently spend on food and activities, which supports Club revenue. She argued that restricting access to this group through the \$98 fee could unintentionally reduce overall spending at the Club and impact long-term engagement. She also stressed the need for the Club to reflect its identity as a family club. Members pay monthly fees to enjoy the Club's facilities. If usage is increasingly charged per facility, members may question the value of their membership compared to other options. The Club should appreciate and support its members, who contribute to the salaries of all staff through their monthly membership fees.

The President noted that it was time to conclude the discussion on this AOB item. Before doing so, he asked Ms Jacqueline whether she was willing to withdraw the motion. Ms Jacqueline declined. Consequently, the President indicated that the motion would be put to a vote.

- 6.11.1 Mr Thomas objected to the vote being taken at the current meeting, citing legal advice that the rest of the membership had not been properly informed. He proposed that Ms Jacqueline consider whether the meeting should be adjourned to allow the necessary notice to be given, after which the vote could take place. Alternatively, he suggested that the members present could be asked whether the motion should proceed.
- 6.11.2 Ms. Jacqueline explained that she moved the motion based on advice from the GM office and that any incorrect advice is the GM office's responsibility. Two related motions are being considered: one to amend the Constitution and another to amend the Byelaws for the same purpose. She clarified that if the constitutional changes are disallowed or reversed, the Byelaws amendments will still apply. Therefore, members are effectively voting on two sets of changes: one to the Constitution and one to the Byelaws. She does not object to reversing the constitutional changes if they are found to be legally impermissible, as the Byelaws amendment will continue to address the matter.

- 6.11.3 Ms Jacqueline sought clarification from the legal counsel on what constitutes members being 'informed' of a proposed vote? The notice was already displayed on the notice board for all to see. If members chose not to read it or decided not to attend the meeting, is that not a matter of personal choice?
- 6.11.4 Mr. Edward clarified that his initial advice was based on information that AOB matters had always been posted only on the notice board. If that were the established practice, members would have had limited grounds to object. However, after learning from a former President that substantive AOB resolutions were historically communicated to members separately from the notice board, he revised his advice. He emphasised that a recent change in practice does not override long-standing procedures, and members must be properly informed of what they are voting on at a General Meeting.
- 6.11.5 The President stated that unless the proposer and seconder of the motion chose to withdraw it, there would be no basis for compromise or further review at this stage. While the GC remains open to discussion, the President emphasised that at this meeting, a decision would need to be made in accordance with the legal advice received.
- 6.11.6 Ms Jacqueline stated that she was open to putting the matter to a vote on whether the motion should proceed. However, she requested that it be formally recorded that she had earlier received advice from the GM's office, and that the GC had not acted on her proposal. The motion was not circulated to the wider membership. She noted that the motion had been submitted on 29 May, prior to the issuance of any notice calling for the AGM.
- 6.11.7 Mr. Nicholas Sim S32xx pointed out that one important consideration had not been explicitly addressed. He noted that if the motion was not withdrawn, and a vote proceeded as planned, the legal advisor had indicated that even if the motion were passed, an EGM would still need to be convened to vote on the same motion again, as objections could be raised regarding the process. He added that this would effectively result in two rounds of voting and suggested that, for this reason, it might be more prudent to withdraw the motion and seek resolution through discussion.
- 6.11.8 Mr Koh Jin Kit recalled that during his previous GC term, a constitutional amendment proposed under AOB was properly communicated to all members, which did not happen in the current case—highlighting a lapse in process. He appreciated Jacqueline's willingness to refer the motion to the floor for input. He expressed concern about the disconnect between the GC and members, stating that while members feel unheard and frustrated, meanwhile, the GC is communicating to the members that considerable work is being undertaken, which means both sides are not addressing the same concerns. He suggested that such issues should have been addressed earlier through feedback sessions or town halls rather than escalating to the AGM. Mr Koh hopes that members' frustrations have been clearly acknowledged and urges against proceeding with the motion. He encouraged the GC to take this as a lesson and to resolve the matter amicably.
- 6.11.9 Mr Thomas Tan stated that Ms Jacqueline had exercised her right to submit a motion to amend the Constitution and Byelaws. However, he objected to the motion being voted on at the current meeting, as members had not been properly informed. He noted that Ms Jacqueline had now agreed to a sampling vote by the members present. If the majority were in favour of adjourning the meeting to allow time for proper notice to be sent to all members, the GC would, ideally within a month, issue the required notice and convene another meeting to vote on the motion. Conversely, if the majority present indicated that there was no need to adjourn the meeting, Ms Jacqueline had agreed to accept that decision.
- 6.12 Mr Edward clarified that the motion by Ms Jacqueline has been properly submitted in accordance with the Constitution. Normally, what would have been done then is that the Club would have circulated this motion to all the members because it involves a substantive resolution. In this case, it was not. As such, the meeting must now decide whether to proceed with the vote despite this irregularity or adjourn. If Ms Jacqueline does not withdraw the motion, it cannot be dismissed outright. However, if the meeting decides to proceed, the outcome is uncertain and could be subject to legal challenge.

- 6.12.1 Ms Jacqueline proposed that, with regard to the constitutional amendment, a vote be taken to determine whether the meeting should be adjourned. There is also a separate set of byelaw amendments, which do not require notification to the membership of 3,000, as they fall under the purview of the GC. As such, the members present may proceed to vote on these byelaw changes, which, in essence, address the same issues as the proposed constitutional amendments. She added that she would not object to adjourning the vote on the constitutional amendment, provided that the vote on the byelaws could still take place during this meeting.
- 6.12.2 Mr Edward clarified that any substantive motion—whether related to the GC or any other matter—must be notified to all members in advance. He explained that it would not be procedurally sound to pass significant decisions, such as approving a large expenditure, under AOB, even if both the GC and the floor were in agreement. While such an action may not be definitively invalid, it would be open to challenge. Similarly, any proposal that compels the GC to amend the byelaws should have been communicated to the membership prior to being tabled for a vote. Mr Edward emphasised that the principle is for the entire membership to be given the opportunity to decide whether they wish to attend and vote on matters that require deliberation. If a member sees an AGM notice and determines that no items warrant their involvement, that is their choice, but if an issue arises that could reasonably prompt a member to form a view or participate, that matter should be included in the circulated notice.
- 6.12.3 Mr. Peter, stated that as the legal advisor has likely pointed out, even conducting a vote today, without proper notice to all 3,000 members, raises questions about its constitutional validity. Therefore, he believes the members should refrain from holding a vote. Secondly, for the avoidance of doubt: if a vote is held and the House rejects the proposed changes, can the President and the GC assure that the operating hours of the Atrium café and the \$12 cover charge be reverted. This assurance is important, as it will significantly influence how he cast his vote. If the outcome is no vote, he would support that—but only if the GC can confirm that the previous arrangements will be reinstated.
- 6.12.4 Mr Rick Seah S36xx sought clarification on whether, in the event the proposal is to be adjourned, an EGM would need to be formally requisitioned by members, or whether the GC would initiate it.
- 6.12.5 Mr Thomas made an appeal to Ms Jacqueline, acknowledging her right to have the motion voted on. He noted that if a vote could not take place today, the meeting would need to be adjourned and reconvened at a later date for that purpose. He respectfully requested that Ms Jacqueline consider allowing a sampling vote by the members present to gauge support for the motion. Should the majority indicate they are not in favour, he appealed to her to consider withdrawing the motion to avoid the need for another meeting, additional costs, and further administrative burden. Mr Tan reiterated that while the decision ultimately rests with Ms Jacqueline, he hoped she would consider.
- 6.12.6 TLH addressed Ms Jacqueline, stating that the Trustee's intention was to help avoid unnecessary costs. He acknowledged that while Ms Jacqueline had initially insisted on proceeding with a vote, legal advice had confirmed that a formal vote could not take place at this meeting. He noted that Ms Jacqueline had agreed in principle to holding an EGM if necessary. TLH cautioned that convening an EGM would require significant time and resources and could cost up to \$40,000. He explained that, in light of this, the Trustee was proposing a sampling vote among the members present to determine whether there was support for the motion. If the majority were not in favour, then holding an EGM may be unnecessary. He emphasised that since a formal vote could not be carried out at this meeting, a sampling vote would help determine whether there was sufficient interest to proceed with an EGM and thereby avoid spending members' time and funds on a process that might not be supported.
- 6.12.7 Mr Rick sought clarification, stating that his understanding was that the vote being taken was to determine whether the meeting should be adjourned, and not to cancel Ms Jacqueline's motion.
- 6.12.8 The President outlined that if the motion is carried, the proposed constitutional amendment would still need to undergo legal review, be presented to members again at an AGM or EGM for approval, and be submitted to the Registry of Societies (ROS) for ratification.

- 6.12.9 Mr Thomas explained that a sampling vote should only proceed if Ms Jacqueline agreed to abide by its outcome. If the majority of members present were not in favour of the motion and Ms Jacqueline agreed to withdraw it based on that result, then the sampling vote would be meaningful. However, if Ms Jacqueline does not accept the result of the sample vote and insists that a formal vote be carried out, then the meeting should be adjourned to allow the motion to be properly voted on at a later date, as it is her right as a member.
- 6.13 Ms Jacqueline suggested to move the motion and stated that if the majority opposes moving the motion, she will respect the decision of the general membership. The reason for proposing the motion is clear, it is not intended to obstruct or undermine the GC in any way. Furthermore, she does not believe that, under reasonable circumstances, the broader membership of over 3,000 individuals would seek legal action against the GC simply for not sharing this information prior to the AGM. She then requested that the motion be moved — for both the Bye-Laws and the Constitution.
- 6.13.1 The President clarified that the motion to amend the Bye-Laws cannot be moved at this stage, as it is contingent on the Constitution being amended and approved by the ROS. Until the constitutional amendments are formally ratified, the GC retains the authority to amend the Bye-Laws. Therefore, only the motion to amend the Constitution will be presented for decision today.
- 6.13.2 Ms. Jacqueline suggested that before proceeding with the vote on adjourning the matter, to first address the other AOBs, as she believes they are closely related to the proposal for adjournment. She also requested accountability regarding the KPIs that were suggested.
- 6.13.3 Mr. Dicky Ang A10xx believes it is more sensible to address minor issues first, as many members are more concerned about them than the major constitutional matter. He was unaware of the GC's responses to other AOBs due to not seeing the notice board and suspect others may be similarly uninformed. If the responses to smaller matters show understanding, it might be easier for members to come to a consensus on the more serious matters, like the constitutional issues.
- 6.13.4 The President clarified that the other AOBs relate to proposed changes to the bye laws, specifically around certain operational matters. However, under the current Constitution, the authority to amend the bye laws lies with the GC. The motion, on the other hand, proposes that bye law amendments cannot be made without first meeting certain conditions approved by members at the AGM. But even if this motion is passed today, the changes to the Constitution will not take effect until they are ratified by the ROS. Until then, the existing Constitution remains in force, and the GC retains the authority to amend the bye laws. All AOB items related to the Bye-Laws have already been addressed and can be displayed again if needed. However, members are reminded that this AOB addresses the main point.
- 6.13.5 Mr Koh Jin Kit believe the point raised by the previous member makes sense — that we should take a step back and consider some of the underlying issues first. There are multiple perspectives involved here, and the concerns go beyond matters like karaoke pricing or operating hours. If we can identify and address the two key issues that have been causing frustration and do so in an amicable and constructive manner, it may reduce the perceived need to amend the Constitution. These two core issues seem to be at the heart of members' dissatisfaction, yet they have not been adequately addressed in the current discussions. Strategically, resolving them first could be a more effective way forward.
- 6.13.6 TLH expressed that this is an AGM, a formal decision-making platform, not a town hall session intended for informal debate or operational negotiations. If members are asking for a reversal of decisions implemented by the GC over the past few months, it is not feasible. These decisions were made based on data and studies. If there are concerns about these policies, GC are open to discussing them further in a proper forum such as a town hall meeting. But using the AGM to pressure the GC to reverse every operational decision sets a problematic precedent. By that logic, the GC might as well undo all charges or roll back the minimum spending requirements entirely. The GC have addressed all AGM matters and responded to the AOBs raised. Operational issues can and should be discussed through the right channels but the AGM is not the place to demand immediate changes without due process.
- 6.13.7 Ms Mildred Chew C24xx raised a concern about all AOB items being dismissed. She proposed considering the other AOBs first before making a decision.

- 6.13.8 Mr Leong Keng Thai requested that the AOBs be addressed and he do not think that Mr. Koh Jin Kit is pressuring the GC to make an immediate decision today. However, it would be helpful if the GC could acknowledge the concerns and complaints raised, commit to organizing a town hall to discuss these issues in detail, and remain open to dialogue with the members. He believes this approach is preferable to a rigid stance of no change. Otherwise, it may appear that members are being unduly pressured into amending the Constitution, whereas, in reality, the majority prefer to avoid such measures unless essential.
- 6.14 The President acknowledged members' feedback and confirmed the Club's willingness to hold town hall meetings and form a subcommittee to address karaoke-related concerns. He emphasized the GC's openness to making changes and implement changes based on feedback, and that this commitment stands regardless of the outcome of the current motion. The decision ultimately rests with Ms Jacqueline.
- 6.14.1 Ms Jacqueline clarified that her intent was to make peace and requested that other AOBs be addressed first, as they could influence members' perspectives. She expressed concern that the refusal to do so called into question the GC's openness. She found it puzzling that the constitutional amendment was prioritised, despite three submissions being made on the same day.
- 6.15 The meeting continued with the presentation of the AOBs to members. The first item concerned the revised operating hours of Club 22, now commencing at 4 p.m. The GC explained that this adjustment was made due to low patronage over the past six months and as part of cost-cutting measures. Since operating hours fall under the bye laws, and the authority to amend bye laws rests solely with the GC, this motion should not be put to a vote as it would be inconsistent with the Constitution.
- 6.16 There was a request for the GC to share additional information on other business matters and the GC response is as follows:
The Club is unable to disclose financial details beyond what has already been published in the audited financial statements. The General Committee is responsible for preparing and implementing the annual budget. According to the Constitution, members do not have the right to request further detailed information about the annual budget beyond what is disclosed.
- Clause 31 of the Constitution states:
- The General Committee shall direct the preparation and ensure the implementation of the annual budget in accordance with Clause 31.2 on Financial Prudence.
 - The General Committee must manage the Club's finances prudently, ensuring that budgeted operating expenses (excluding depreciation and amortization) do not exceed budgeted operating income.
- This has been the consistent approach. Members are encouraged to refer to the annual report for the audited financial statements.
- 6.17 The next AOB is a motion to propose revising Club 22 cover charge, specifically raising cover charges for members on certain days and for those purchasing particular types of liquor, such as wine.
- 6.17.1 In response, after careful consideration, the GC believes that while well-intentioned, the proposed changes are operationally unfeasible. They would introduce complexity that staff may find difficult to implement consistently, potentially leading to administrative and enforcement challenges. The Club strives to maintain policies that are clear, practical, and manageable for both members and staff. To address related concerns, the GC is exploring the formation of a sub-committee to review all karaoke-related activities. This will allow for a more thorough and inclusive assessment, with recommendations aimed at balancing members' interests with operational feasibility. As previously noted, amendments to the byelaws remain within the authority of the GC. Therefore, this motion cannot be put to a vote, as doing so would contravene the Constitution. However, the GC has agreed to pursue this matter through the formation of the sub-committee and ongoing member engagement and to host frequent karaoke activities.

- 6.18 The AOB submitted by Mr. Francis Chia requested for clarification on the \$12 cover charge imposed on members using the karaoke facilities, particularly on behalf of non-drinkers. GC's Response: The \$12 cover charge was introduced to help sustain the continued use and enjoyment of the karaoke facilities while offsetting rising operational costs. This fee supports various improvements made to enhance the member experience, including the new dance floor, upgraded lighting, and a revamped music and sound system. Looking ahead, the Club also plans to improve the venue further, such as installing new carpeting to enhance the ambiance and comfort of the main corridor space. In addition to physical upgrades, the Club must comply with copyright and music licensing regulations. This includes annual licensing fees payable to composers and the Composers and Authors Society of Singapore (COMPASS) for the legal use of music in a public setting. The GC appreciate members' understanding and continued support as they work to maintain Club 22 as a vibrant, high-quality entertainment space. The GC will continue to monitor the activities of the Club's members and guests situation and if necessary, make appropriate changes. This may also involve getting feedback to the proposed karaoke sub-committee..
- 6.18.1 Mr Francis questioned the fairness of the \$12 cover charge for karaoke, particularly for non-drinkers. The issue is about facility usage, not drink costs. They feel it is unfair that members who purchase bottles of alcohol which can last a month are not subject to the same cover charge as non-drinkers, who are still required to pay.
- 6.18.2 Mr Koh Jin Kit shared the view that the current \$12 cover charge for non-drinkers is incorrect and shared a simple margin analysis:
A \$100 bottle of whisky yields approximately \$20-\$30 in gross margin (20-30%).
A \$5 cup of tea yields a ~90% margin, generating \$4.50 profit per cup. After five or six cups, the total profit is comparable to that from a bottle of whisky.
He suggested that the Club, as a mature organization, should focus on bottom-line profitability rather than top-line sales. Non-alcoholic sales, such as tea, are more profitable in real terms. He further proposed the Club could consider selling packages (e.g., five \$5 tickets) to generate similar upfront revenue from liquor. He appealed to the GC to consider reducing the cover charge from \$12 to \$5, so that non-drinkers can also enjoy the facilities without feeling excluded. After all, we are a social club. And the reality is that demand and supply is elastic, when prices are raised, members may simply choose not to come.
- 6.18.3 TLH reiterated the GC earlier intention to form a sub-committee dedicated to karaoke-related matters, with the aim of discussing and resolving ongoing concerns. It was noted that the simplest approach initially considered was a flat \$12 cover charge for all members using the karaoke facilities—regardless of whether alcohol was purchased. However, this idea was set aside as it was recognised that such a blanket charge would not be well received by members. The GC have assured members that their feedback will be heard, and will work out a balanced compromise.
- 6.18.4 Mr Koh Jin Kit appreciate the GC initiative to form the Karaoke subcommittee; He believe it is a positive step forward. However, it is important to allow members to express their views openly so that frustrations do not build up. Regarding the explanation about COMPASS costs, he feels that it is unfair to use that as a reason to impose a blanket fee on all non-drinkers. After all, any social club that offers entertainment must cover licensing fees, not just for karaoke, but for all music.
- 6.18.5 The President explained that the GC wants members to understand these are some of the underlying costs involved. However, these costs are not being directly attributed to the cover charge or the \$12 fee. He reiterated that while the GC is committed to listening to members, this meeting is not the appropriate forum to negotiate or resolve individual concerns. Nonetheless, he assured members that anyone with questions or objections, whether regarding the cover charge, the non-drinker's fee, or any related matter, will be engaged separately. With that, he proposed concluding the discussion.
- 6.18.6 Ms Jacqueline expressed concern over the lack of transparency in sharing KPIs used to justify capital expenditure and operating costs, asking how decisions are made without them. While not opposing the proposed \$12 karaoke charge, she raised concern to the charging for individual facilities. If every facility is going to be separately charged, it would call into question the purpose of the base subscription and membership fees. It feels excessive.

- 6.19 Ms Margaret Chen Cg2xx thanked the President and GC members for their efforts and inquired about the rationale behind introducing the second car fee from April. She noted that, based on her daily visits to the Club including weekends, the car park is rarely full, even on Saturdays. Given this observation, she questioned the rationale behind the new charge. She expressed concern that frequent visitors who actively patronize and support the Club may feel penalized by such fees and requested clarification on the reason for the charge.
- 6.20 Mr Rick questioned the rationale for the overnight parking charge, asking how frequent overnight parking occurs. He noted that in some cases, members may choose not to drive after drinking, and suggested that the Club should support such responsible behaviour.
- 6.20.1 TLH explained that members who are unable to drive after drinking may request permission from security for overnight parking, which is generally permitted. The main reason for discouraging overnight parking is safety, specifically to ensure that no one is unaccounted for. Security is responsible for ensuring the member's whereabouts are accounted for. Decisions will be made based on valid justifications.
- 6.21 Mr Larry Lim, L64xx raised a safety concern about the newly installed starting boards at the swimming pool. He noted that the boards extend to the pool edge, preventing swimmers from gripping the edge in emergencies, which poses a drowning risk. He emphasized that pool edges should always be reachable by swimmers and urged a review of the current design for safety reasons.
- 6.21.1 The President thanked Mr Lim for raising this safety issue. The team will conduct an investigation, and work promptly to resolve it.
- 6.23 Ms. Agnes highlighted that she owns two cars because one is sometimes in use elsewhere, and she does not use both simultaneously. She has been paying an additional \$10 for the second car for many years, but recently noticed the fee increased to \$20. She questioned the justification for the increase, noting that higher member patronage typically results in increased spending at the Club.
- 6.24 The President acknowledged that the issue relates to the second car and stated that it would be addressed after the AOB items have been covered. He then proceeded to the AOB item raised by Mr. Randy Sng regarding the discontinuation of the Senior Breakfast gathering. The GC formally explained that the Senior Breakfast was originally introduced to encourage senior members to visit the Club more frequently and to foster meaningful social interaction within the community. However, following ongoing review and member feedback, it was observed that the gathering no longer fulfilled its intended purpose, with attendance limited to a fixed group and minimal new participation. In response, and aligned with the objective to enhance inclusivity and broaden participation across the entire membership not just seniors, the Club has introduced a new initiative. This new format features informative talks paired with light refreshments and is open to members of all ages and their families. The aim is to create a more inclusive community that reflects a wider cross-section of members. Examples of these initiatives include seminars such as asset planning workshops and Traditional Chinese Medicine (TCM) workshops. By expanding the focus beyond seniors alone, the Club hopes to engage all membership sectors more effectively. The GC thanked members for their understanding and ongoing support, and committed to continuously monitoring the situation, engaging members as needed, and making appropriate adjustments.

- 6.24.1 Mr Randy Sng (S32xx) expressed disappointment that the GC had not addressed his specific questions and that the initiatives cited were long standing rather than new. He pointed out that the recent TCM talk advertised in the April Club Spirit attracted only 15 participants, apparently the usual pool of seniors, and asked whether any new attendees were present. Mr Sng emphasised that the Seniors' Breakfast has run successfully for roughly 17–20 years, with attendance now capped at about 100–110, clearly demonstrating that it still meets its original purpose. He therefore requested that the GC specify the "key factors" behind its decision to discontinue the gathering and explain how this better serve member or aligns with the Club's vision "to be Singapore's best family club for recreational and social activities." He also asked for details of the "ongoing review and feedback" process mentioned in the notice, noting that contrary to the GC's claim of limited new participation, he regularly meets new senior members at these sessions, which remain among the Club's most vibrant social activities. Mr Sng also questioned the notion of inclusivity, asking whether seniors are not considered part of the inclusive community.
- 6.24.2 The President responded by emphasizing that the Club's identity as a family club means it must serve all age groups, not just seniors. He clarified that the Club is not a "senior club," and inclusivity should extend across the entire membership, rather than focusing solely on one demographic. He noted that seniors already make up a significant portion, possibly more than 60% of the Club's membership, and questioned the need to concentrate efforts exclusively on this group. He then highlighted a concern not previously mentioned: staffing and operational costs. The Seniors' Breakfast, held on the first Saturday of each month, requires additional staff mobilisation, and the manpower needed for these events has grown substantially. The President concluded by expressing willingness to engage further with Mr. Randy to find common ground and explore possible solutions.
- 6.25 Dr. Linda Fang, a member since the 1980s, expressed her long-standing affection for the Club and noted that she has observed the growth of the Seniors' Breakfast initiative over its 17 years and her frequent attendance at the Seniors' Breakfast sessions over the years. She questioned the data used to justify its discontinuation, especially regarding member impact, finances, and manpower. She noted that while senior members make up 60% of the Club's membership, only about 100 attend these sessions, and questioned whether others would fill the gaps if regular attendees gave up their spots. She cautioned against cancelling events based on assumptions of members "hogging" places. If a particular group is overusing the pool and gym facilities, should the response be to close these facilities or prohibit access to those members, seeking clarity on the rationale. She observes senior members attending breakfast with their children and grandchildren. The engaging conversations foster connections, and she have been introduced to many individuals for the first time. This is an intangible benefit.
- 6.25.1 The President believes that senior members do not require a dedicated breakfast event to meet and socialize with their friends.
- 6.25.2 Dr. Fang questioned whether, by the same logic, children's and youth activities should also be reconsidered. She asked if inclusivity requires seniors to attend children's parties to ensure everyone is included.
- 6.25.3 Mr Peter highlighted that seniors tend to be less inclined to participate in certain activities compared to younger members, such as swimming and tennis. He fully supports Mr. Randy Sng's concerns. He added that the free Seniors' Breakfast was a key factor in attracting many participants to the talks that followed. Mr. Randy's talks often drew full houses, to the extent that some people had to be turned away. However, he was surprised and disappointed to see the recent photo from the Club Spirit showing only a small turnout at the latest TCM talk.

- 6.26 Ms Mildred Chew C24xx speaking on behalf of her senior parents who can no longer voice their views at the AGM, emphasized that seniors make up 60% of the membership and they are the ones who brought their children and grandchildren to the Club, who now contribute to Club spending. By discontinuing the Seniors' Breakfast, are we not excluding the very seniors who contribute indirect spending to the Club. In the long run, she expressed concern that financial prudence appears to have taken precedence over social responsibility and the inclusion of senior members. Ms. Chew believes that reinstating the initiative would bring both social and financial benefits to the Club.
- 6.26.1 TLH explained that there are several reasons for the discontinuation of the Seniors' Breakfast. One recurring feedback point came from younger members who visit the Club on the first Saturday of the month; they asked why they could not take part in the breakfast as well. To be fair to all age groups, we felt a change was needed. 17 years is a long time for any programme, and it is reasonable to review and refresh our offerings. The GC and management have therefore introduced a new format: informative talks open to all members, still held on the first Saturday of each month. Snacks, coffee, and tea continue to be provided. Some younger members had commented that the previous breakfast resembled a "soup kitchen," with queues stretching from the Atrium entrance to Crossroads—hardly the impression we wish to convey to guests. The new arrangement aims to create a more pleasant, inclusive environment for everyone. TLH asked for patience while this updated format has a chance to prove itself.
- 6.26.2 Mr Ong Poh Lim O18xx touched on the concerns raised by younger members questioning the provision of complimentary breakfasts to seniors on Senior Breakfast Day. This raises the question: Are we placing greater emphasis on the opinions of younger members at the expense of our senior members? This feels like the seniors are being unfairly victimized. It was mentioned that seniors constitute approximately 60% of the Club's membership. Have the club conducted research to understand how many of these seniors joined the Club at ages 20, 30, 40, or 50? These long-standing members have been loyal contributors to the Club's growth. Many have actively participated, organized events, and even served on committees. Mr Poh also shared his personal experience on witnessing the long queues of seniors waiting. It was heartbreaking and, frankly, embarrassing to see them treated that way. This situation is not the fault of our members. There are better ways to manage this, such as having staff issue numbered tickets to avoid long waits and improve their experience. Therefore, he appeals to the committee to reconsider the issue of senior care and queried how much money has been saved by cutting these initiatives.
- 6.27 Mr Andy Tan T50xx commended the GC for the strong financial performance and cost-control measures. He noted, however, that a recurring concern among members is that some of these cost-saving efforts may be negatively impacting the user experience across different member groups. He recommended that the GC engage in more consultation with affected groups before implementing changes that impact them. Mr Tan observed that the extended duration of the AGM could be partly due to the lack of prior town hall sessions for discussion and feedback. He welcomed the formation of a karaoke subgroup and encouraged the GC to similarly engage other affected user groups to gather input and explore solutions to improve user experience. He emphasized that good user experience encourages member patronage; without it, members may turn to other clubs.
- 6.28 Mr Randy acknowledged the emphasis on cost and resources but cautioned against making the Club's approach overly transactional. He reminded the GC that the Club is a family social club, and questioned whether benefits or returns should always be expected before offering something to members. On the topic of inclusivity, Mr Sng noted that while members can access the gym, which has already involved sunk costs, at no additional charge, while some seniors who are unable to use such facilities do not have access to social activities like a monthly breakfast. Mr Sng called for the reinstatement of the seniors' get-together, suggesting it be resumed in August.
- 6.28.1 TLH in response said that the Club do invest in the two levels of gyms specifically to encourage senior members to participate, and many seniors do actively use these facilities. Attendance is a personal choice, and seniors do regularly use the gym and swimming pool. However, if members feel that those using the swimming pool and gym are not contributing financially, please submit a proposal for the upcoming EGM to introduce usage charges for consideration.

- 6.28.2 Mr. Ivan Heng ("IH"), Facilities Chairman, stated that as a GC member, they must balance the interests of all members. He noted some questioned the \$1 million spent on facilities without usage charges. While charging for amenities like the pool and showers is possible, members resist, often citing family use. These views reflect individual member preferences. IH added that, as a six-year GC member, he personally does not use the gym or pool but mainly spends on food, drinks, and karaoke. He emphasized that GC members pay the same fees as everyone else and receive no special privileges.
- 6.28.3 Mr Goh Kong Yong ("GKY"), Assistant Honorary Secretary, highlighted that much of the current dissatisfaction stems from a lack of communication between the GC and members and suggested holding town hall discussions prior to finalizing decisions to improve transparency and dialogue. He identified two main issues facing the Club: balancing the interests of three key stakeholders—the general membership, management team, and GC and shared that behind the scenes, there are also issues and friction between the GC and the management team. Sometimes, the GC feels that the management team is not very responsive. Conversely, the management team also feels that the GC is not very responsive. He agreed that many anecdotal concerns raised are valuable, though often vague and emphasized the importance of addressing these pain points to improve the Club experience. However, he cautioned against exaggerating issues as this can be unhelpful. Overall, the shared feedback is important and deserves attention.
- 6.28.4 Mr Wong Pock Yeen W21xx acknowledged the tension in the meeting but reminded the GC that members had elected them as representatives, giving them a mandate to act in members' best interests. He agreed with many members that communication has been lacking. It feels as though some decisions, particularly those involving increases or changes, are implemented without sufficient consultation or consideration of member benefits. That is why the need to call for a town hall to encourage open dialogue and build the Club collectively. Mr Wong emphasized that the Club's success depends on collaboration among the GC, management, members, and vendors. He also expressed concern that if every GC meeting focuses primarily on cost and financial sustainability, it seemed that costs were prioritized over member benefits. he believes this focus is misplaced.
- 6.28.5 The President clarified that, as stated in his earlier message, the GC has undertaken various initiatives to enhance members' enjoyment such as upgrading and improving Club facilities which involve significant financial investment. He emphasized that it is inaccurate to suggest the GC is solely focused on financial matters. In its discussions, the GC considers what facilities need upgrading, what new amenities members should enjoy, and what improvements are necessary to meet members' expectations. He stated that it is unfair to claim, particularly in this meeting, that the GC is only concerned about financial matters.
- 6.28.6 Mr Wong disagreed with the President's remarks, urging him to acknowledge that even GC members have stated that discussions often focus on cost issues. He expressed concern that an overemphasis on cost and financial sustainability creates a negative impression. He acknowledged and appreciated the GC's voluntary efforts and long hours but cautioned that a single disagreement should not lead to the dissolution of the GC or prompt a vote of no confidence. He urged the Committee not to consider such actions and affirmed that they are the best team chosen. Mr. Wong highlighted the value of the Senior Fellowship, which has been running for 17 years. He noted that it fosters meaningful engagement and networking. He shared that he personally met 10 new people through the fellowship and had introduced 5 new senior members to the group.
- 6.28.7 EW clarified that discussing financial matters is essential for any organisation, including the Club. However, financial discussions are not just about dollars and cents, they include considerations such as whether expenditure is allocated toward enhancing user experience, maintenance, or other needs. She cited the example of the proposed platform lift to improve accessibility for mobility-impaired members to Garden Grill, which unfortunately was not approved. As a result, alternative solutions now need to be considered. EW emphasized that financial discussions are necessary for sustainability and noted that it is unfair to suggest otherwise. Members were reminded that the GC was elected to manage the Club responsibly, and that is what they are committed to doing. She acknowledged that communication has been lacking and agreed that the GC must do better in engaging all segments of the membership.

- 6.29 The President thanked the members and proposed moving on to the remaining AOBs. He informed the floor that there was a proposal to conduct a sample vote on the adjournment of the meeting. He explained that if the sample vote indicated opposition to adjournment, the matter would then be formally presented to the floor for a vote. The President proceeded to call for a show of hands on the motion to adjourn the meeting, with the understanding that the adjourned meeting would be held within the next three months.
- 6.29.1 Ms. Jacqueline objected, stating that the original agreement was to vote on whether to adjourn the voting by one month. She expressed her disagreement with the revised proposal to conduct a vote on whether to adjourn the meeting and insisted that her motion be moved forward. She further stated that if legal action were taken against her motion, she would respond with a counterclaim.
- 6.29.2 Mr. Thomas noted that organising an EGM and informing members involves significant effort and coordination from management. He urged Mr Jacqueline to be considerate and proposed allowing up to three months for the voting process to take place.
- 6.29.3 Ms. Jacqueline stated that she had submitted her request well before the AGM was called, but the GC had not acted on it. She reiterated that the current situation arose due to the GC's lack of communication with members and emphasized that the responsibility should not be placed on her.
- 6.29.4 TLH acknowledged the request and apologized for any oversight by the GC in addressing the issue. He asked if this apology was acceptable and encouraged moving forward objectively. He requested up to three months, emphasizing that rushing to hold the EGM within one month was impractical, especially given the ballroom renovations throughout July. TLH highlighted the need to coordinate around existing bookings, as the ballroom generates revenue for the Club. TLH asked if Ms Jacqueline agreed to the proposed timeline.
- 6.29.5 Ms. Jacqueline agreed to the three-month timeline for the sake of the members but emphasized the importance of ensuring that the Committee carries out the necessary actions.
- 6.30 Mr Thomas's proposal to conduct a sample vote to gauge support for the motion was discussed. It was clarified that if the majority did not support the motion, Ms Jacqueline would withdraw it, thereby avoiding the cost of convening an EGM solely for this purpose.
- 6.30.1 The President asked Ms Jacqueline whether if a dialogue is committed within the next three months, would she still insist on proceeding with a vote on her motion. It was reiterated that the decision to proceed with a vote rest with Ms Jacqueline, as the proposer. If she does not withdraw the motion, it must proceed to a vote.
- 6.30.2 Ms Jacqueline emphasized that dialogue should involve clear, justified reasons from the GC rather than vague refusals. She asked whether the Committee prioritizes staff over members and stressed the need for sincere, two-way communication. She questioned why we remain indecisive despite having a base subscription, while other establishments survive without one. She urged the GC to transparently share information to show that decisions benefit all members. She expressed concern over penalizing one group while spending \$1 million on gym facilities, noting this investment could cover costs for 50 years, and that minor overtime savings do not justify reducing operating hours.
- 6.30.3 Mr Thomas asked for a show of hands to assess support for the motion and the majority indicated they were against the motion to change the constitution.
- 6.30.4 Ms Jacqueline acknowledged and stated that since the majority feels that the dialogue is sufficient, she will accept that outcome. However, she had fulfilled her responsibility to voice members' concerns by raising these objections and moving the motion. She felt that members' voices had finally been heard and expressed her sincere hope that the GC will genuinely consider the members' feedback rather than dismissing it with empty statements or ignoring it.
- 6.30.5 ET acknowledged the feedback shared during the session and affirmed that both he and the President would personally ensure the members' concerns are addressed. He emphasized that the goal is not about winning or losing, but about reaching a fair compromise.

- 6.30.6 Mr Koh Jin Kit sought clarification on whether Ms Jacqueline was willing to withdraw her motion. He asked if there was a firm agreement to hold a dialogue within a specified timeframe, and whether the withdrawal of the motion could be confirmed officially at the meeting.
- 6.30.7 Ms Jacqueline agreed to withdraw her motion, subject to a dialogue being conducted within the next three months.
- 6.30.8 The President acknowledged and accepted Ms. Jacqueline's withdrawal of the motion.
- 6.31 The meeting proceeded with the rest of the AOB. Ms Lim Hui Mei raised a query regarding financial information. In response, the Committee clarified that these initiatives are not commercial ventures, but form part of the Club's broader effort to foster greater member engagement and support. The respond has already been posted out, and if Ms Lim has further comments, the GC will address it.
- 6.31.1 Additionally, Ms. Lim raised an enquiry regarding the recurring roof leakage in the clubhouse lobby. The GC acknowledged the ongoing issue, noting that while progressive repairs have been carried out in recent years. However, these repairs have not been long-lasting, and the leakage persists. The GC has now decided to explore the complete replacement of the roof panels. As an enhancement, the Committee is considering using translucent or transparent solar panels instead of tempered glass. This would provide an environmentally friendly solution and help save on energy costs. Preliminary estimates suggest that the project may cost approximately \$2 million, which will be funded from the Club's profits and allocated toward maintaining the aging facility.
- 6.31.2 Mr Peter suggested a cost-effective alternative to replacing the entire roof. He noted that a full replacement is extremely expensive, involving dismantling and reinstalling the entire structure. Instead, he proposed applying one or more coats of impervious paint to the existing roof. This method, could effectively seal leaks and would cost under \$50,000.
- 6.32.2 The President acknowledged and thanked Mr Peter for his input.
- 6.33 Ms Helena Lin L35xx remarked that, having attended many meetings, this was by far the most engaging session due to the high level of member participation. The member encouraged a round of applause to acknowledge everyone's involvement.

7 Adjournment

- 7.1 There being no other business, the President called the meeting to a close and thanked everyone for their attendance. The meeting was adjourned at 5 PM.

A CORRECT RECORD



Dr Edmond Tan
Honorary Secretary

Notes

Notes

Notes





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