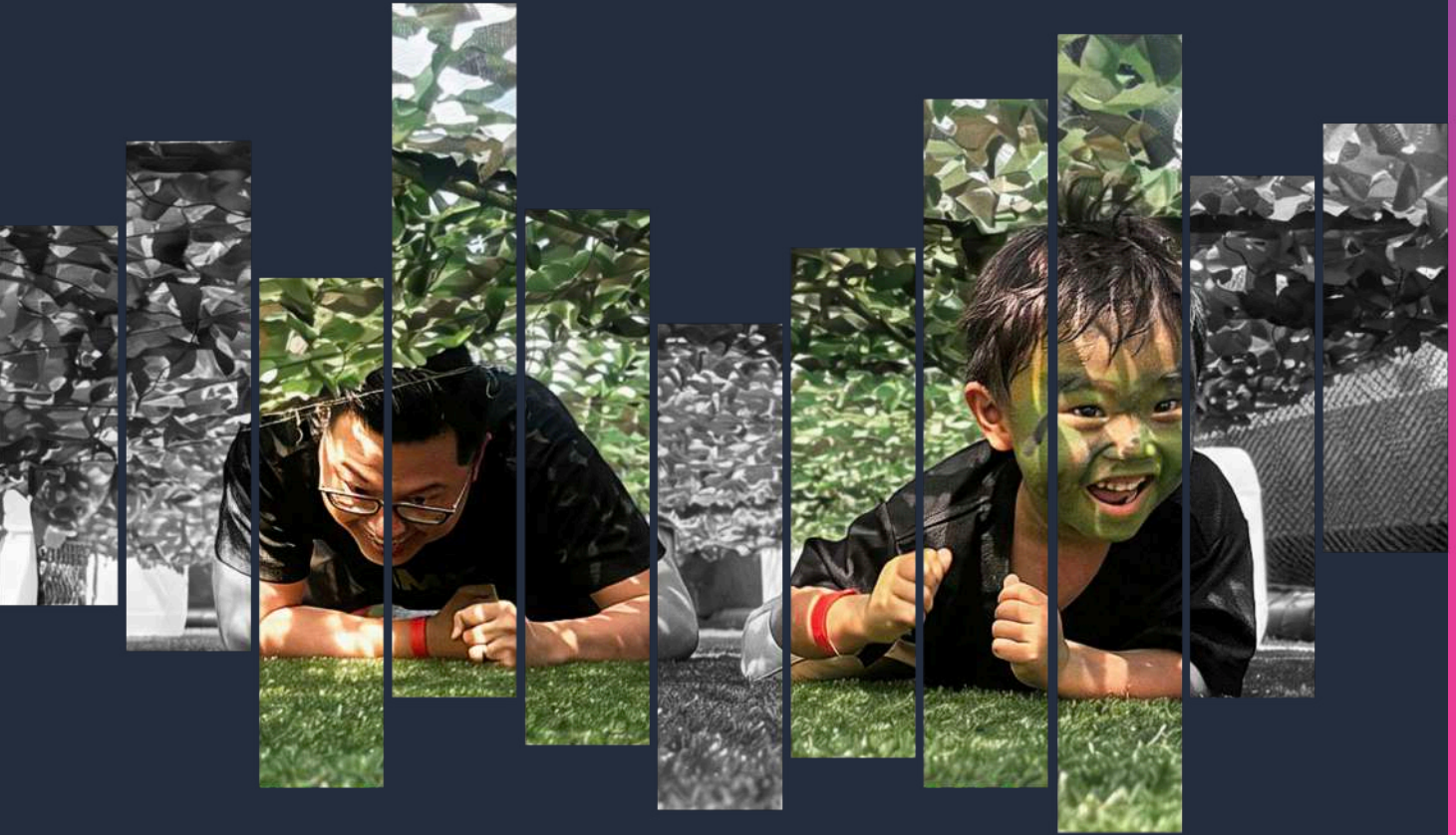


SAFRA

Annual Report FY 2025/2026



Every **SAF** National Serviceman
committed to **Total Defence,**
strongly **supported** by the **community.**
To strengthen **Bonds**
among SAF National Servicemen and to
appreciate **contributions**
to **defence.**

VISION & MISSION

Every SAF National Serviceman
committed to Total Defence,
strongly supported by the community.

To strengthen bonds among
SAF National Servicemen and to
appreciate their contributions to defence.

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JOINT MESSAGE BY CHAIRMAN, SAFRA BOARD OF GOVERNORS & PRESIDENT OF SAFRA



Mr Chan Chun Sing
Minister for Defence and Chairman,
SAFRA Board of Governors



Mr Desmond Choo
Minister of State for Defence
President, SAFRA

“Today we are not at war,
but neither are we at Peace.”
- Mr Chan Chun Sing

Instead, everyday our personnel are conducting various operations in the grey zone between war and peace to keep the latent and unseen threats at bay to protect our lifelines and livelihoods.

Singapore's peace and prosperity have never been guaranteed. The world is becoming more contested and less predictable. International rules are being tested, while technology, cyber tools and other forms of disruption are reshaping how conflicts are fought. The distinction between peace and conflict is no longer always clear. We cannot wait for a crisis to reveal our vulnerabilities. We must anticipate what is coming and prepare before the next challenge arrives.

Our fundamental realities remain unchanged. Singapore is a small country with no hinterland and limited manpower and resources. We cannot assume that others will secure our future for us. We must be able to stand on our own feet. This requires a strong and credible Singapore Armed Forces, with National Service drawing on the strength, skills and commitment of our people to safeguard Singapore and our way of life.

National servicemen do not serve alone. Families adjust their lives, employers support National Service commitments, and volunteers and communities contribute their time and support. For more than five decades, SAFRA has recognised national servicemen, supported their families and strengthened the bonds that sustain National Service. As the security environment evolves, SAFRA must remain their trusted home while becoming a stronger platform for defence engagement and a bridge to the wider community.

We see three priorities.

First, SAFRA must build its defence character.

SAFRA should strengthen the defence identity of each clubhouse. People should know what SAFRA stands for when they enter our spaces, with defence reflected naturally in our facilities, events, and experiences. Each clubhouse should have its own distinctive character, shaped by Singapore's defence story and its connection to the surrounding community. At the same time, all our clubhouses must remain recognisably SAFRA: the home of national servicemen and their families.

A key part of this will be developing defence heritage galleries in our clubhouses. These galleries will help members and families better understand the Services, Total Defence and the people who defend Singapore. The upcoming galleries are intended to extend defence engagement beyond museums and establish SAFRA clubhouses as accessible engagement points, and spark their curiosity and understanding of commitment to defence.

Second, SAFRA must strengthen its members' commitment to defence.

Building an understanding of defence is important, but we must also build a stronger personal affinity towards it. We will create more opportunities for national servicemen, their families and the wider community to engage with and contribute to defence. Through our programmes and partnerships, national servicemen can share their experiences, mentor younger servicemen and contribute their professional skills. Families can better understand the National Service journey, while volunteers and community partners can help bring defence conversations and experiences into everyday life.

Third, SAFRA must deepen members' sense of value and belonging.

While SAFRA takes on a stronger role in defence engagement, the priorities that have sustained us for more than five decades will not change.

We will continue to recognise and appreciate national servicemen. We will continue to support their families. And we will continue to provide quality facilities, relevant benefits and meaningful experiences that bring people together.

Our expanded mission should enrich member experience, not replace what members value about SAFRA. We want national servicemen to feel that SAFRA understands their needs, appreciates their contributions and remains part of their lives beyond their operational years.

These priorities will require SAFRA to extend itself beyond being a place to enjoy facilities and benefits, to become a lifelong network that supports national servicemen, strengthens families and brings communities together in support of national defence.

Defence is a long-term commitment, and so is SAFRA's transformation. We must remain focused on what is useful, sustainable and meaningful to national servicemen and their families, while guarding against complacency. Peace and success must not lead us to assume that the future will resemble the past. We must prepare for the next challenge before it arrives.

We have inherited a strong SAF, a committed National Service system and a SAFRA that has served generations of national servicemen and their families. Our responsibility is to strengthen these foundations for the next generation. Peace does not sustain itself. We must have the will to defend it, the capabilities to secure it and the collective commitment to build it every day.

PATRON
Tharman Shanmugaratnam
President of the Republic of Singapore

THE LEADERSHIP

SAFRA Board Of Governors

Chairman
Dr Ng Eng Hen (*till* May 25)
Minister for Defence

Mr Chan Chun Sing (*from* May 25)
Minister for Defence

Members
Mr Zaqy Mohamad (*till* Jun 25)
Mr Desmond Choo Pey Ching (*from* Jul 25)
Mr Chan Heng Kee
Mr Pang Kin Keong
VADM Aaron Beng Yao Cheng
Mr Melvyn Ong Su Kiat
Mr Choe Peng Sum
Mr Kon Yin Tong
Mr Thio Boon Kiat
Mr Dellen Soh Chin Hua

Ex-officio Member
BG (NS) Kenneth Liow

SAFRA Audit Committee

Advisor
Mr Tin It Phong
Chief Financial Officer
Reste Laboratories Pte Ltd

Chairman
Mr Goh Thong
Director (Audit & Advisory Division)
JTC Corporation

Vice-Chairman
MAJ (NS) Chua How Kiat

Secretary
CPL (NS) Chia Shu Siang

Members
MAJ (NS) Daniel Ngo Kee Liang
Mr Siva Shanmugam
Mr Max Koh Tuck Loong
Mr Yuen Ka Wei
Mr Jonathan Lim

32nd SAFRA Management Committee

President
Mr Desmond Choo Pey Ching
Minister of State for Defence

Vice-President
BG (NS) Kenneth Liow

General Secretary
Mr Shaun Goh Shiao Sing

Members
COL (NS) Roysten Lee Chee Chow
COL (NS) Toh Han Li
SLTC (NS) Ace Low Kian Ngian
SLTC (NS) Patrick Koh Ley Boon
SLTC (NS) Andy Tan Heok, BBM
LTC (NS) Terence Quek Chun Hou, BBM
LTC (NS) Khoo Sze Boon
MAJ (NS) Jason Chen Chuanjian
Mr Goh Thong
BG (RET) Winston Toh Bee Chew, BBM
COL Bernard Tay Li Jiang
COL David Kan Shengyao
COL Lee Mei Yi
ME7 Martin Ku Shi Qin

Ex-officio Members
Mr Ng Kin Yi
COL Yik Yen Dean
COL Siswi Herlini

SAFRA Investment Committee

Honorary Advisor
Mr Bill Chua Teck Huat, BBM
Independent Director
Citibank Singapore Ltd

Advisor
Mr Wong Teck Khim
Investment Counsellor & Team Lead
DBS Private Bank

Chairman
LTC (NS) Ow Tai Zhi
Chief Investment Officer
AutoWealth Singapore

1st Vice-Chairman
Mr Mah Liang True

2nd Vice-Chairman
SLTC (NS) Desmond Fu Yunjie

Secretary
Dr Wong Keng Siong

Members
LTC (NS) Albert Ong Hup Lee
LTC (NS) Eric Neo Say Wei
CPT (NS) Henry Loh Jin Chai
Mr Eric Teo Hong Kiat
Mr Siva Shanmugam

SRCC Pte Ltd Board Of Directors

Chairman
Mr Chan Heng Kee
Permanent Secretary (Defence)

Deputy Chairmen
Mr Pang Kin Keong
VADM Aaron Beng Yao Cheng

Directors
BG Frederick Choo
Mr Shaun Goh Shiao Sing

SAFRA Management Staff

Chief Executive Officer
Mr Edward Leong
Mr Benjamin Tan (*CEO-Designate* from Feb 26)

Deputy Chief Executive Officer (Club Management & Engagement Group)
Ms Yap Mong Nah

Deputy Chief Executive Officer (Business Group)
Mr Donald Tan

Deputy Chief Executive Officer (Membership & Corporate Services Group)
Ms Kris Ho (*till* Jul 25)
Ms Ang Yee Ling (*from* Aug 25)

Financial Controller
Ms Margaret Chan

Directors
Ms Ivy Lee (Human Capital Management & Corporate Affairs)
Mr Tommy Ang (Membership Services)
Mr Tan Boon Hwa (Leasing Management & Business Partnerships)
Mr Hovman Goh (Strategic Marketing & Communications)
Mr Sebastian Teo (Event Management & Engagement)
Mr Joshua Tan (Information Technology)

Senior Club Manager/ Club Managers
Ms Lyndia Tan (Deputy Director, Club Management, SAFRA Punggol & Yishun)
Ms Tham Lai Mun (SAFRA Jurong & Choa Chu Kang)
Mr Paul Cheong (SAFRA Tampines)
Ms Ng Min Fen (SAFRA Toa Payoh)
Mr Damien Soh (SAFRA Mount Faber)

National Service Resort & Country Club General Committee

President
VADM Aaron Beng Yao Cheng
Chief of Defence Force

Vice-Presidents
Mr Shaun Goh Shiao Sing
Commissioner Eric Yap Wee Teck

Captain
BG (RET) Winston Toh Bee Chew, BBM

Members
BG (NS) Kenneth Liow
Mr David Tay Kian Hwee
Mr Edward Leong
Mr Leong Kwan Ian
SLTC (NS) Andy Tan Heok, BBM
Mr Ng Kin Yi
Mr Siva Shanmugam

Secretary
Mr Ng Heng Chew

Treasurer
Ms Joanne Tan Chai Hiang

So Drama! Entertainment Board

Chairman
BG Frederick Choo
Deputy Secretary (Policy), MINDEF

Members
Mr Yap Neng Jye
Mr Yang Si Cheng
COL Kenneth Gn
Ms Ang Yee Ling
Mr Cornelius Chang
Ms Dawn Low
Mr James Tan
Mr Melvin Kuek

National Service Resort & Country Club Management Staff

General Manager
Mr Ng Heng Chew

Directors
Mr Jason Yeo (Golf)
Ms Joanne Tan (Finance & Admin)
Ms Joey Leau (Human Resource & Training)
Mr Stanley Ho (Business Strategy & Resort)

Department Heads
Ms Clarica Loo (Bungalow)
Mr David Ho (Facilities) (*till* Sep 25)
Mr Prasana W.M. (Facilities & Development) (*from* Sep 25)
Mr Derrick Hia (Business Strategy, Membership, Marketing & Corporate Communications)
Mr Kevin Chia (Golf) (*from* Jul 25)
Mr Lee Kok Keong (Course Maintenance)
Mr Luke Tey (Information & Technology) (*from* Jul 25)
Mr Yam Chung Wai (Resort)

PATRON
Tharman Shanmugaratnam
President of the Republic of Singapore

THE LEADERSHIP

So Drama! Entertainment Management Staff

- Executive Director**
Mr Melvin Kuek
- Deputy Executive Director/ Director, Corporate Strategy & Services**
Ms Gail Wan
- Director, Creative & Content**
Ms Susanna Kulatissa
- Deputy Director, Creative & Content/ Head, Creative Innovation**
Mr Chris Leow
- Department Heads**
Ms Celine Poh (Video Production)
Mr Chandra Mohan (Music & Drama Company)
Ms Chor Li Jing (Finance)
Mr Donald Chew (Production Support Services) *(till Jun 25)*
Mr Mahendran Muthusamy (Production Support Services) *(from Jul 25)*
Mr Kevin Neo (Technology & Platform Solutions)
Mr N. Kumaresan (Digital Platforms)
Mr Ng Boon Ching (Human Resource)
Ms Norraine Bte Md Yusof (Capability Development)
Mr Patrick Yong (Client Management & Partnerships)
Ms Phyllis Han (Marketing & Branding) *(till Sep 25)*
Ms Rachael Lim (Defence Content)
Mr Woo Kaiwei (Strategic Planning & Corporate Development) *(till Apr 25)*
Mr Irwin Tan (Strategic Planning & Corporate Development) *(from Jun 25)*
Mr Zach Wong (Business Development & Marketing) *(from Jul 25)*

SAFRA Toa Payoh 21st Executive Committee

- Chairman**
COL (NS) Roysten Lee Chee Chow
Assistant Vice President, Business Continuity Management
Sands Cotal Ltd
- Vice-Chairman**
COL (NS) Halmie Bin Hussein Mattar
- Secretary**
Mr Benjamin Ma Yue Leong
- Treasurer**
MWO (NS) Surindranath S/O Kaseenathan
- Members**
LTC (NS) Jonathan Yuen Djia Chiang
CPT (NS) Dr Chew Wei Da
2WO (NS) Wayne Ang Wee Tat
1SG (NS) Ng Chrong Meng

SAFRA Tampines 20th Executive Committee

- Chairman**
LTC (NS) Khoo Sze Boon
Managing Director
Turner & Townsend Pte Ltd
- Vice-Chairman**
SLTC (NS) Julian Choo Joo Liang
- Secretary**
CPT (NS) Lim Inn Poh
- Treasurer**
MAJ (NS) Lucas Tan Yanhe
- Members**
MAJ (NS) Cleve Chia Tse Tsing
MAJ (NS) Gordon Lim Wei Wen
MAJ (NS) Lee Boon Chong
CPT (NS) Khairul Ruzaini

SAFRA Yishun 13th Executive Committee

- Chairman**
MAJ (NS) Jason Chen Chuanjian
Chief Executive Officer
Drewcorp Services Pte Ltd
- Vice-Chairman**
LTC (NS) Evert Ong Pheng Hong
- Secretary**
LTC (NS) Lin Jialiang
- Treasurer**
MAJ (NS) Toh Poh Joo
- Members**
MAJ (NS) Lawrence Chan Wei Ting
3SG (NS) Muhd Faizal Bin Kamaruzzaman
3SG (NS) Yiu Han Kit
CFC (NS) Christopher Cheow Ngee Yong

SAFRA Mount Faber 11th Executive Committee

- Chairman**
LTC (NS) Terence Quek Chun Hou, BBM
Chief Executive Officer
Singapore Institute of Directors
- Vice-Chairman**
CPT (NS) Muhamad Imaduddien Bin Abd Karim
- Secretary**
LTC (NS) Justin Koh Ping Haw
- Treasurer**
CPT (NS) Lewis Foo Cexin
- Members**
MAJ (NS) Sherman Tan Le-Wei
ME5 (NS) Sean Tan Jun Cong
3WO (NS) Muhammed Nadzli Bin Rosli
CPL (NS) Jason Lee Ho Fan

SAFRA Jurong 9th Executive Committee

- Chairman**
COL (NS) Toh Han Li
District Judge
State Courts
- Vice-Chairman**
LTC (NS) Dr Norhisham Bin Main
- Secretary**
MWO (NS) Lim Chin Tiong
- Treasurer**
MAJ (NS) Ivan Liu Jiahao
- Members**
MAJ (NS) Gary Tan Tai Wee
CPT (NS) Dickson Poon King Leong
ME4 (NS) Ericz Ezekiel Tay
CPL (NS) Neo Boon Sim

SAFRA Punggol 6th Executive Committee

- Chairman**
SLTC (NS) Patrick Koh Ley Boon
Managing Director
Leong Hin Foods Pte Ltd
- Vice-Chairman**
LTC (NS) Evan Choe Zheng Guang
- Secretary**
CPT (NS) Andy Ng Yao Hwee
- Treasurer**
CPL (NS) Arvin Tang Hong Wei
- Members**
COL (NS) Kenny Tan Luck Khng
LTA (NS) Senthilkumaran S/O Sabapathy
3WO (NS) Jeremy Ng Yu Quan
CPL (NS) Soh Yi Da

SAFRA Choa Chu Kang 2nd Executive Committee

- Chairman**
SLTC (NS) Andy Tan Heok, BBM
Executive Creative Director, The Thinc Group Pte Ltd
Managing Director, Hakuhodo Singapore
- Vice-Chairman**
LTC (NS) Ting Chi-Yen
- Secretary**
1WO (NS) Leng Chiak Sun
- Treasurer**
LTC (NS) Edmund Gu Fucheng
- Members**
ME5 (NS) Daniel Lian Chin Wah
LTA (NS) Chio Wen Tian
3SG (NS) Rajavarman S/O Mathichandran
Mr James Tan Seng Kiat

SAFRA Bayshore Steering Committee

- Chairman**
Mr Tan Hee Teck
Chairman, NTUC Enterprise
- Co-Chairman**
LTC (NS) Jayson Goh Swee Kang
- Chairman, Development Committee**
LTC (NS) Khoo Sze Boon
- Chairman, Club Experience Committee**
SLTC (NS) Andy Tan Heok, BBM
- Chairman, Governance & Compliance Committee**
Mr Tin It Phong
- Chairman, Business Development Committee**
Mr Dellen Soh Chin Hua

AT A GLANCE

MEMBERSHIP



Strength
Over
417,000
Satisfaction Rating
86%

OUTREACH AND ENGAGEMENT



Participation in
SAFRA Activities

Over
1.72m



Participation in Defence
Outreach Initiatives

Over
211,000



Number of People Engaged
Through Appreciating
NSmen Initiatives

Over
75,000



Participation in
Cohesion Activities
for NS Units

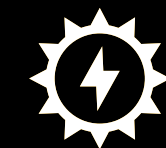
Over
52,000

SUSTAINABILITY



Number of Solar Panels
Across SAFRA Clubs
Inclusive of 870 New Panels
Installed at SAFRA Yishun

6,850



Solar Energy Generated

1,074 MWh

Equivalent to the electricity usage of
over 320 4-room HDB flats for a year



Reduction in
Carbon Dioxide (CO₂) Emissions

432 TONNES

Equivalent to the annual CO₂
absorption of 19,800 mature trees



Participants had fun engaging in a variety of NS-inspired activities during the camps.

BRINGING DEFENCE CLOSER TO THE COMMUNITY

Singapore's defence is anchored by the collective resolve of every individual in society to protect our country, community and shared future.

Through various programmes, SAFRA sought to make defence more relatable and accessible to all Singaporeans by fostering a deeper understanding of the importance of National Service (NS) and how the wider community can play a part in Total Defence.

NS EXPERIENCE CAMPS

SAFRA organised a total of 13 NS Experience Camps from June 2025 to March 2026, providing more than 500 participants with a taste of National Service and opportunities to build teamwork, resilience and shared memories together.

Comprising seven camps specially designed for families and six camps for children that were held at SAFRA clubs, the programme featured a variety of fun NS-inspired activities such as basha building, outdoor cooking, team missions, route marches and a passing out parade.

For families, the camps created opportunities for fathers to share a part of their National Service experience with their spouse and children by spurring meaningful conversations about their service to defend their country and loved ones. For children, they gained a deeper appreciation of national servicemen and learnt essential values such as looking out for one another and staying united as a society.



SAF60 EDITION OF BE@SAFRA OPEN HOUSE

The annual Be@SAFRA Open House returned with a special edition to celebrate the 60th anniversary of the Singapore Armed Forces (SAF60). Held during the weekends of October and November 2025, over 140,000 national servicemen and their families enjoyed the festivities at SAFRA clubs.

Families had the opportunity to test their piloting skills at interactive flight simulators, engage in kids-friendly shooting challenges, interact with military K9 dogs, participate in a Total Defence-themed giant board game, and don various SAF uniforms for photo-taking. There were also plenty of fun-filled activities for national servicemen to spend quality time with their loved ones who bring meaning to their service.

As families reflected on the SAF's vital role in defending Singapore over the past six decades, many penned personalised appreciation messages dedicated to the generations of national servicemen who have served. These were pasted on cardboard military tanks for display at each club.



The event brought national servicemen and their families together to celebrate SAF60 and strengthen bonds.



The SAFVL's 35th Anniversary Celebration Dinner was graced by Minister for Defence and Chairman of SAFRA Board of Governors Mr Chan Chun Sing, who participated in a cake-cutting session and launched the coffee table book.



Veterans who participated in NDP 2025 had the opportunity to interact with President Tharman Shanmugaratnam and Ms Jane Ittogi.



SAFVL representatives with the delegates from Hanoi Veterans Association at SAFRA Toa Payoh on 12 December 2025.

COMMUNITY OUTREACH BY SAF VETERANS' LEAGUE

During the year, the SAF Veterans' League (SAFVL) raised awareness of the importance of a strong defence and the need for the community to remain vigilant to evolving threats.

Its Commitment to Defence (C2D) Ambassadors visited preschool centres, schools, SAF units and community events, where they brought the lessons of the past to life through riveting stories and real-life accounts of their experiences. They engaged more than 20,000 students, national servicemen and their families through such sharing sessions, highlighting the importance of a resilient citizenry committed to staying united in defending Singapore.

The SAFVL also played an active role in organising several commemorative events to honour soldiers and civilians who had lost their lives during the tragic periods in Singapore's history such as World War I and II, the Japanese Occupation, and Konfrontasi when the MacDonald House was bombed. These occasions continued to foster solidarity and serve as reminders to each generation on the cost of conflict and that peace should not be taken for granted.

The Remembrance Day Memorial Ceremony co-organised with the British High Commission on 9 November 2025 at Kranji War Memorial, brought together participants from various Commonwealth nations, ranging from diplomatic corps and military representatives to religious leaders, students and members of the public. The 59th Civilian War Memorial Service co-organised with the Singapore Chinese Chamber of Commerce and Industry (SCCCI) on 15 February 2026 remembered the civilian victims who suffered and died during the Japanese Occupation in Singapore.

The Konfrontasi Memorial Ceremony held at the memorial located at Dhoby Ghaut Green on 10 March 2026, brought together veterans from the Singapore Police Force, cadets from the National Cadet Corps, the First and Second Singapore Infantry Regiment, as well as family members of the soldiers, volunteers and civilians who had lost their lives.

The SAFVL continued to foster closer ties with other veteran associations within the Veterans Confederation of ASEAN Countries (VECONAC) through various initiatives. A delegation from the SAFVL attended the VECONAC's Executive Board Meeting and General Assembly held from 23 to 27 November 2025 in Jakarta, Indonesia, to promote cooperation and enhance solidarity. It also hosted delegates from the Hanoi Veterans Association when they visited Singapore.

2025 was an exceptionally memorable year for the SAFVL as several of its members participated in the National Day Parade (NDP) as part of the SG60 celebrations and were honoured for their service to the nation. The SAFVL also marked its 35th anniversary with a celebratory dinner held at SAFRA Mount Faber on 26 September 2025, along with the launch of a commemorative coffee table book titled, 'Still Fighting Fit', which captured the enduring service and values of Singapore's veterans.



COMMEMORATING TOTAL DEFENCE DAY

Various activities were held across SAFRA clubs in the weeks leading up to Total Defence Day to strengthen community involvement, preparedness and vigilance, engaging over 40,000 national servicemen and their families.

With the support of several agencies such as the Cyber Security Agency of Singapore, Home Team and Singapore Red Cross Academy, national servicemen and their families were able to explore various aspects of Total Defence through onsite demonstrations, hands-on experiences and interactive games.

They had the opportunity to learn about fire safety and essential first aid skills such as how to perform cardiopulmonary resuscitation (CPR), operate an automated external defibrillator (AED) and bandage wounds during medical emergencies. Many also gained useful insights on how they can safeguard themselves and their loved ones against cyber security threats such as privacy breaches and online scams, as well as keep their communities safe from other dangers by remaining vigilant.

Alongside fun NS-inspired activities such as packing field packs and shooting games, there were also guided visits to historical landmarks such as Fort Canning Hill and Kranji War Memorial, and sharing sessions by members of the SAFVL to highlight the importance of a strong military defence through their lived experiences.

As part of Exercise SG Ready, evacuation drills as well as power and digital disruption simulation exercises were also conducted across SAFRA clubs to enhance preparedness for such scenarios.



National servicemen and their families learnt that Total Defence is a shared responsibility and everyone can play a part.

APPRECIATING NSMEN

As Singapore marked SG60 and SAF Day, it provided a meaningful opportunity to reflect on the contributions of generations of national servicemen who had served with dedication to safeguard our defence, security and way of life.

SAFRA continued to partner preschools, tertiary institutions and businesses to strengthen community support and appreciation for national servicemen through several initiatives.



NurtureStars Preschool children participating in the Appreciating NSmen Art Jam.

HANDMADE GIFTS FROM PRESCHOOL CHILDREN

To cultivate early understanding of the contributions of national servicemen among young children, SAFRA organised the Appreciating NSmen Art Jam in collaboration with the Association of Early Childhood & Training Services (ASSETS) and preschools islandwide.

Into its sixth year, the initiative reached over 35,000 children across more than 460 preschool centres, including major brands such as My First Skool, PCF Sparkletots and Crestar Education Group. As part of their curriculum from June to August 2025, children learnt about the vital role of national servicemen across the SAF and Home Team. The lessons transformed abstract concepts of defence into relatable everyday experiences, drawing connections between their service and the peaceful, safe and thriving nation that families enjoy today.

Beyond classroom learning, preschool children expressed their appreciation through handmade gifts. They created personalised photo frames with handwritten appreciation messages for their fathers to thank them for defending Singapore. These simple but meaningful gestures reflect how early exposure to the concept of National Service can help shape awareness and foster a sense of gratitude from a young age.

HEARTFELT VIDEOS PRODUCED BY STUDENTS

At the secondary, junior college and tertiary levels, students demonstrated appreciation through creative storytelling in the Appreciating NSmen Video Competition, which was into its sixth edition. A total of 145 students from 22 educational institutions submitted 44 video entries, with seven standout videos recognised for their stories.

Students explored themes such as the everyday experiences of national servicemen, the support of family and employers, and the shared responsibility for defence. For instance, in the video 'Gratitude in Bloom', a serviceman's quiet exhaustion is gradually lifted through simple acts of kindness by the public, serving as a reminder that appreciation does not always need to be grand to be meaningful. In 'Serving Together', support from family and employers underscores how National Service is not shouldered alone but enabled by those around our servicemen. Meanwhile, 'Once Upon a Time' reframes Singapore's defence through an imaginative lens, showing ordinary individuals stepping forward when it matters most. Collectively, the works reflect a growing awareness among youths of the importance of National Service and the role they play in supporting those who serve.

The impact of these short 60 to 90-second videos extended beyond the competition. Circulated on social media in the lead-up to SAF Day and National Day, the top winning videos garnered close to 800,000 video views and encouraged members of the public to share their own appreciation messages to national servicemen. The videos were also screened in community spaces such as HDB estates and SAFRA clubs, further extending their reach to audiences nationwide.



Students explored themes of service and community support through creative animation and live action videos.



“Through this experience, we've gained so much knowledge and appreciation for what NSmen do. We want to share that with the rest of Singapore and help cultivate that same gratitude in others.”

- Students of Nanyang Polytechnic, who won the Gold and Best Animation awards for their video, 'Gratitude in Bloom'.



Senior Minister of State and then President of SAFRA Mr Zaqy Mohamad, with participating students, lecturers and organising members of the Appreciating NSmen Video Competition and Short Films collaboration on 29 June 2025.

INSPIRING SHORT FILMS HONOURING SERVICE



Two short films, 'Melt' and 'Love Never Forgets', that were produced through SAFRA's collaboration with Temasek Polytechnic, made their public debut during the year. They were developed by students from the School of Design, Diploma in Digital Film and Television, as part of their final year project.

'Melt' featured how a father's quiet acts of appreciation towards national servicemen inspired his son to carry forward a legacy of gratitude, while 'Love Never Forgets' presented an intergenerational story of duty and devotion, where a young national serviceman uncovered the enduring support and sacrifices of those who stood behind his grandfather during his service. Together, the two slice-of-life films underscored an important message that National Service extends beyond the individual serviceman and is supported by families, employers and communities who enable them to serve with peace of mind.

The two short films were circulated on social media and generated over 660,000 video views. They were also screened in public spaces such as Army camps, SAFRA clubs and the Singapore Discovery Centre's iWERKZ Theatre, bringing these heartfelt stories to the wider population.



POPEYES x **SAFRA**
FAMOUS LOUISIANA CHICKEN

APPRECIATING NSmen

We salute your dedication!

HorMat \$600 Bundle (Save 36%)
Redeem by presenting a valid SAFRA membership card/e-card, ID or be in your uniform upon placing order at counter.

Win \$50 SAFRA Rewards Vouchers to give an NSman a treat (20 lucky winners)

How to participate:

- Post a message on your TikTok/Instagram/Facebook to thank NSmen for their service to the nation.
- Tag an NSman.
- Use hashtag #AppreciatingNSmen.
- Ensure your profile is set to 'Public' for your submission to be viewable.

Valid from 1 Jul to 31 Aug 2025 at all Popeyes outlets excluding Changi Airport T1.

Contact ends 31 Aug 2025, 2359hrs. Winners will be notified by mid-Sep.

In Support Of: **ACCORD** **WE NS**



Burger King

FREE WHOPPER®

1 Jul
All outlets except Changi Airport

2 to 6 Jul
SAFRA Choa Chu Kang outlet only

60 redemptions daily per outlet



The Coffee Bean & Tea Leaf

50% Off selected regular-sized drinks

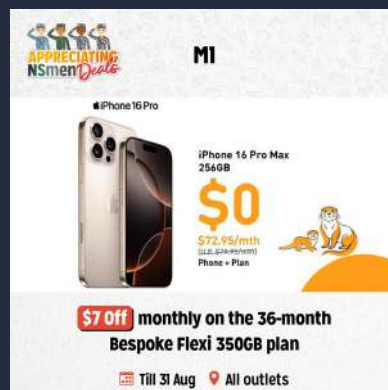
30 Jun to 1 Jul All outlets (Excl. MBS, Jewel & Changi Airport)



Klook

\$30 Off hotel bookings (min. \$300 spend)

Till 31 Aug



MI

\$0 iPhone 16 Pro Max 256GB

\$72.95/mth (\$2.95 down/mth) Phone + Plan

\$7 Off monthly on the 36-month Bespoke Flexi 350GB plan

Till 31 Aug All outlets

STRONG SUPPORT FROM BUSINESSES

The business community showed their appreciation in practical and meaningful ways. With the support of more than 180 partner merchants islandwide, national servicemen and SAFRA members were able to enjoy over 240 special deals spanning a wide variety of products and services. Ranging from F&B, groceries and travel, to various wellness and family-friendly activities, these appreciation deals provided national servicemen and their families with greater cost savings.

Some F&B partners also went the extra mile. Burger King provided free giveaways of over 4,000 WHOPPER® burgers, while Délifrance, Popeyes and Wingstop customised their tray mats to convey appreciation to national servicemen at their outlets islandwide during the months of July and August in conjunction with SAF Day and National Day.



FUELING UP OUR NSMEN

During the year, SAFRA gave away over 15,000 complimentary snacks to national servicemen via food trucks deployed to various SAF camps, SAFRA clubs and events to appreciate them for their service to the nation. They enjoyed items such as pizza slices from Canadian 2 for 1 Pizza, McDonald's nuggets and Old Chang Kee curry puffs during 15 onsite activations.

Together, these initiatives reflect a whole-of-society effort to appreciate national servicemen for their dedicated service and assure them that Singaporeans are behind them each step of the way.



National servicemen enjoying free treats at SAF camps and SAFRA clubs.

REWARDING PRIVILEGES

Through SAFRA membership, national servicemen and their immediate family members enjoyed a world of benefits whole year round at SAFRA clubs and merchants islandwide.

Preferential rates and exclusive privileges enabled members to stretch every dollar and reap greater cost savings on a wide variety of products and services, ranging from daily essentials such as food, groceries, household items, education, transport and healthcare, to various avenues for members to unwind, both locally and overseas.

DAILY ESSENTIALS

SAFRA MEMBERS' EXCLUSIVE

playMADE

1-FOR-1
Beverage
(Toppings not included)

Choice of Honey Green Tea, Osmanthus Oolong Tea, Chrysanthemum Milk Tea, Taiwan Milk Tea, OG Taiwan Milk Tea, Dong Ding Oolong Milk Tea, Jasmine Green Milk Tea

1 - 31 Oct 2025

Limited to the first 500 redemptions across all PlayMade outlets.

SAFRA MEMBERS' EXCLUSIVE

Délifrance

1-FOR-1
SIGNATURE SANDWICH
Choice of Croissant, Wholemeal Croissant, Baguette, Ciabatta

Select from: Egg D'vine, Chicken D'light, Tuna D'licious, Seafood D'sire

8 - 31 Dec 2025

Limited to first 1,000 redemptions.

SAFRA
BUILDING BONDS - CREATING MEMORIES

HAWKER D\$5 COUNT DAY

SAFRA Members' Exclusive

Tue, 27 May 2025 8am to 2.30pm

Bukit Merah Central Food Centre



FOOD & GROCERIES

Members enjoyed attractive deals at over 100 F&B establishments islandwide, covering various cuisines for dine-in, takeaway and delivery. These included special 1-for-1 offers from popular brands such as Délifrance, Kopitiam and PlayMade which were redeemable via the SAFRA app, as well as discounts of up to 50% extended by new merchant partners such as Ann Chin Popiah, Arnold's Fried Chicken and Gyu-Kaku Japanese Restaurant.

On the SAFRA Treats & Deals portal, members could purchase discounted vouchers from various merchant partners such as Burger King, Food Republic, Four Leaves, Old Chang Kee, Sheng Siong, Sushiro and Toast Box, offered at a special rate of \$6 (U.P. \$10) in celebration of SG60. Over 180,000 vouchers were snapped up by members, reflecting their popularity.

SAFRA also continued to organise its Hawker Discount Day series, providing more than 3,300 members with \$5 or \$6 discount vouchers, which they could redeem at over 200 participating stalls at Bukit Merah Central, Kopitiam Square and Tiong Bahru Market & Food Centre, to enjoy their favourite local dishes.

Members also enjoyed savings on groceries and other daily essentials when they shopped at merchant partners such as FairPrice Online, Ryan's Grocery, Quan Shui Wet Market, Caltex Star Mart and Shell Select.

EDUCATION

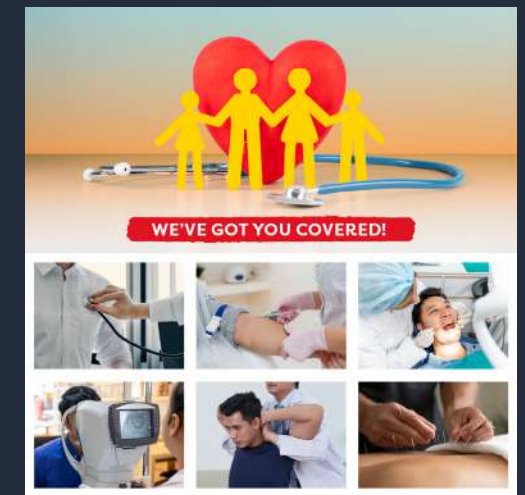
To support members in their education and career aspirations, a total of 27 bond-free education sponsorships worth \$615,947 were awarded to members to pursue their diplomas, bachelor's and master's degrees. These were provided by SAFRA's education partners such as Singapore University of Social Sciences, James Cook University and SIM Global Education.

“Postgraduate programmes require a significant investment, and the education sponsorship helps to ease the financial burden. As I deepen my knowledge in business and finance, it will enable me to stay up to speed in this fast-changing world, contribute more meaningfully at work, and build a better future for my family.”

- Mr Sum Wen Jun, recipient of SAFRA education sponsorship in 2025 to pursue a Master of Business Administration (Finance) at James Cook University.



Recipients of SAFRA Education Scheme sponsorships with Minister of State for Defence and President of SAFRA Mr Desmond Choo, along with volunteers from the SAFRA Education Committee, at the award ceremony on 9 November 2025.



SHOPPING

Members enjoyed great value deals on everyday items such as apparel, home appliances, furniture and gadgets. Exclusive discounts of up to 65% were offered by popular brands, e-commerce platforms and retailers such as Adidas Factory Outlet (City Square Mall), Bose, COURTS, Dyson, JBL, Lenovo, OSIM, Porter International, Samsung, Shopee, Sony, SharkNinja and VAIO. There were also seasonal deals extended to members at shopping malls such as City Square Mall, Harbourfront Centre and Hillion Mall.

TRANSPORT

Free giveaways were extended to members via the SAFRA app, including a total of 2,000 complimentary \$5 GrabGifts vouchers in conjunction with SAF Day, and 2,500 HelloRide passes for 1-day unlimited and 30-minute rides from 2 October to 31 December 2025.

Members who drive also benefitted from substantial savings. At Caltex stations, they enjoyed up to 16% off fuel purchases throughout the year, with an enhanced discount of 23% during SAF Day and National Day. At Shell stations, they enjoyed an additional 2% off fuel purchases on top of existing Shell SmartPay and credit card promotions. Those who needed to rent or share a vehicle also enjoyed up to 30% off at ComfortDelgro Rent-A-Car and GetGo Carsharing. These privileges helped to ease the financial burden of many families, including those who had to ferry their young children or aged parents.

HEALTHCARE & INSURANCE

Members enjoyed preferential rates at over 40 healthcare providers islandwide, covering services such as medical consultations, telehealth, health screening, dental care, eye care, traditional Chinese medicine and physiotherapy. These were offered by established providers such as Healthway Medical Group, Raffles Medical Group, Doctor Anywhere, Q&M Dental Group, Thomson Dental Centre, Singapore National Eye Centre, Oriental Remedies Group and Physio & Sole Clinic.

Members also continued to enjoy 12-month complimentary personal accident insurance by Singlife as part of SAFRA Family Care. Offered in collaboration with Professional Investment Advisory Services Pte Ltd, it provides \$50,000 in coverage per insured person. Members also enjoyed exclusive Travel, Term and Home Insurance products provided in partnership with AIG Asia Pacific Insurance and Income. Together, these privileges helped members stay protected and enjoy greater peace of mind.



RECREATE & UNWIND

MOVIES & LIVE ENTERTAINMENT

Members enjoyed special rates on movie tickets throughout the year at Shaw Theatres, along with an attractive 1-for-1 deal on weekend movie tickets from August 2025 to January 2026. Several movie voucher bundle deals were also made available through the SAFRA Treats & Deals portal. These offerings were very popular among members, with more than 240,000 discounted movie tickets and vouchers purchased.

Through various contests, members also won complimentary tickets to 16 blockbuster movies such as Avatar: Fire and Ash, Disney's Zootopia 2, Mission: Impossible – The Final Reckoning and Superman. In addition, members were able to redeem free tickets to watch their preferred movies during six consecutive Fridays in June and July as part of the SAFRA Movie Fiesta in 2025. These movie treats benefitted close to 12,000 members as well as their accompanying loved ones and friends during the year.



Beyond movies, members also enjoyed savings of up to 20% on a variety of concerts, musicals and events such as Singapore Festival of Football, Singland Festival, Disney on Ice and Cirque du Soleil Kooza.

TRAVEL, STAYCATIONS & LOCAL ATTRACTIONS

Members enjoyed many exclusive deals on flights, accommodation, holiday packages, cruises and local attractions throughout the year, providing them with plenty of options to recreate and unwind.

Through partnerships with travel booking platforms such as Agoda, Klook, Pelago, Traveloka and Trip.com, members benefitted from savings of up to 10% on a wide range of offerings. There were also a series of upsized deals with Klook, offering 50% off on Black Friday and \$60 off in conjunction with the NATAS Fair. Members who preferred even lesser planning hassle took advantage of exciting travel packages offered by EU Holidays at a discount of up to 60% to mark SG60.

Members also enjoyed special privileges on various cruises. They benefitted from free stateroom upgrades and onboard credits on top of an additional 15% off on Dream Cruises and Star Cruises, as well as a special SG60 deal on a 3-day Penang Cruise onboard the Royal Caribbean Ovation of the Seas in November 2025. Reaping potential savings of up to \$200 per cabin, all 50 available cabins were quickly snapped up by members.



For accommodation, members enjoyed preferential rates featuring up to 63% off at hotels and resorts such as Mandai Rainforest Resort by Banyan Tree, Cameron Highlands Resort, Far East Hospitality, Frasers Hospitality, HPL Hotels & Resorts, IHG Hotels & Resorts, Montigo Resorts and The Fullerton Hotel Singapore, along with special booking rates at D'Resort and the National Service Resort & Country Club (NSRCC).

Those who preferred to have fun closer to home enjoyed discounts of up to 30% on admission tickets to popular local attractions such as all parks within Mandai Wildlife Reserve, Gardens by the Bay, Singapore Flyer, Singapore Cable Car, SkyHelix Sentosa, as well as attractions located at Jewel Changi Airport.

LOYALTY PERKS

SAFRA REWARDS PROGRAMME

Members were rewarded with a SAFRAPPOINT for every dollar they spent at SAFRA clubs and participating merchants throughout the year, with double rewards offered during special occasions such as members' birthdays, Mother's Day and SAF Day. A total of over 73,000 redemptions were made for a wide range of products, services and vouchers under the loyalty programme, with SAFRA Rewards Vouchers being a popular choice as they could be used at over 2,000 merchant outlets islandwide such as FairPrice, Sheng Siong and Fraser Property malls, to offset everyday expenses.

Members who spent more than \$10 at SAFRA clubs also had the opportunity to win attractive prizes in the SAFRA Membership Grand Draw, with the winner of the top prize getting a BYD ATTO 3 electric car.

ENHANCING OUR NETWORK OF CLUBS & FACILITIES

SAFRA clubs and facilities continued to serve as vibrant community nodes where national servicemen and their families could bond, keep fit, unwind and feel a sense of belonging. During the year, several enhancements were made to our offerings.

ELEVATED EXPERIENCE AT ENERGYONE GYM

The EnergyOne gym at SAFRA Toa Payoh underwent a major renovation from April to June 2025 to enhance its spatial design and range of training equipment. Training areas were more deliberately zoned to focus on various types of workouts, making movement flow within the gym more intuitive and efficient for gym users. A new functional training zone was also introduced on its first floor, featuring equipment ranging from kettlebells to battle ropes to provide more versatile training in strength, balance, core stability and endurance for physical conditioning. On the second floor, the new Booty Builder Machines soon became popular among gym users for lower-body and glute-focussed strength training.

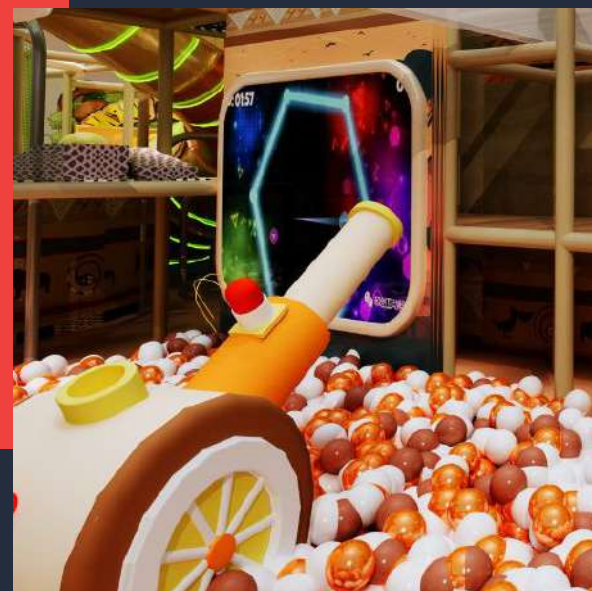
Improvements were also made to the gym's amenities with a refreshed seating area and new vending machines offering fitness drinks and protein snacks. There are also new countertop workstations equipped with power outlets and free Wi-Fi for those who may need to get some urgent work done after their gym sessions.

To better support pre-enlistees in preparing for the physical demands of National Service, EnergyOne Gym also introduced enhancements to its NS Ready programme in March 2026. Pre-enlistees signing up for gym membership at discounted fees are no longer limited to a duration of three months. They can sign up once they complete their initial pre-enlistment medical check-up and renew their gym membership until they enter National Service. They also have access to training programmes specially designed to guide them in preparing for their Individual Physical Proficiency Test (IPPT).



The enhanced EnergyOne gym at SAFRA Toa Payoh offers a more aesthetic workout environment and a wider range of equipment.

NEW OFFERINGS AT SAFRA CLUBS



SAFRA welcomed four new tenants to its clubs during the year to enhance its suite of offerings, including a safari-themed indoor playground and new F&B options.

At SAFRA Yishun, the newly opened Jolly Jungle brought plenty of fun adventures to families with its slides, pixel game floor and obstacle courses that feature both high and low elements such as a zipline, trampoline, apex ladder, ditches, stepping stones and moving blocks. The facility also has dedicated toddler play areas.

The opening of Kopifellas at SAFRA Mount Faber, Kopi Korner at SAFRA Punggol and Swensen's at SAFRA Toa Payoh, also provided club visitors with new places to have their local favourites and Western cuisine with family and friends.

Jolly Jungle at SAFRA Yishun is decked with colourful visuals of wildlife to transport children into the imaginative world of the African savannah.



Minister of State for Defence and President of SAFRA Mr Desmond Choo officiated the opening of SAFRA@CMPB.

LAUNCH OF SAFRA@CMPB

A new café lounge was opened at the new Central Manpower Base (CMPB) to provide a cosy place where pre-enlistees, national servicemen and MINDEF staff can recharge, socialise and get to know more about SAFRA, while they enjoy a casual meal or drink.

Since it was officially opened on 11 September 2025, SAFRA@CMPB has attracted a steady stream of visitors. Featuring a Cafe4You outlet, a dedicated lounge area for SAFRA members and a private room for gatherings, the facility brought SAFRA hospitality to the heart of where most national servicemen begin their National Service journey.

Many pre-enlistees would visit after their medical check-up, while national servicemen would grab a meal after their Individual Physical Proficiency Test (IPPT). The facility has also attracted a regular lunch crowd among CMPB staff during most weekdays.



NATIONAL SERVICE RESORT & COUNTRY CLUB

FY 2025/2026 was an exciting year for the National Service Resort & Country Club (NSRCC), marked by a strong lineup of activities and renewed vibrancy across both its golf and resort wings. Member experiences were enhanced and service standard were kept high. With a strong membership satisfaction rating of 94%, its membership base remained stable at 8,374, reflecting continued confidence among its members.



Senior Minister of State for Defence Mr Zaqq Mohamad graced the NSRCC Charity Golf 2025 and presented the mock cheque of the funds raised to the beneficiaries.

FROM TEE TO HEART

A total of 418 golfers participated in NSRCC's flagship Charity Golf event held on 18 and 19 May 2025 at NSRCC Changi. Marking its 30th anniversary, the event continued to serve as a meaningful avenue for national servicemen to give back to the community.

With the support of golfers, donors, partners and sponsors, a total of \$350,000 was raised to help those in need, with \$280,000 going towards the President's Challenge and \$70,000 to the SAF Care Fund.

NEW FLEET OF GOLF BUGGIES

A new fleet of buggies was introduced across both the Changi and Kranji golf courses in September 2025 as part of continued efforts to enhance the golfing experience. Equipped with better suspension, braking systems and a more durable build, the new buggies offer improved performance, reliability and user comfort while navigating the course. They also feature onboard charging ports, improved seating and a larger storage capacity.



A total of 238 new buggies were deployed across NSRCC Changi and Kranji courses.

MORE PICKLEBALL COURTS

With the growing popularity of pickleball, two additional courts were introduced at NSRCC Changi, bringing the total number of pickleball facilities to four. Located adjacent to the club's tennis courts, the new pickleball courts have provided more opportunities for members to enjoy this energetic sport and stay active together since they opened in late March 2026.



Members can enjoy a friendly game of pickleball in a vibrant club environment.

SPORTING ACHIEVEMENTS

During the year, NSRCC delivered commendable performances at both NSRCC-organised and national competitions in bowling, golf and snooker.

Bowling remained NSRCC's strongest discipline, with members securing multiple top spot finishes across the Members Bowling Medal series. They were runner-up in the 28th Inter-Club Bowling Mixed League that took place from 24 April to 4 October 2025, and clinched the Champion and second place positions in the Men's, Women's, Mixed Graded and Seniors categories at the 28th Annual Bowling Championship held on 18 May 2025. NSRCC's youth bowlers also excelled in the sport, capturing the 2nd Youth Single League title and occupying top 10 placings in the competition league which was held from 6 April to 21 September 2025.

In golf, NSRCC golfers recorded notable podium finishes at the Singapore National Amateur Championship on 20 June 2025 and the Singapore National Open held from 6 to 9 November 2025, while the junior team secured third place in the Junior Inter-Club League held on 17 March 2026. NSRCC also emerged as Plate Bracket Champions in the Singapore Golf Association Inter-Club League that took place from 23 February to 25 May 2025.

In snooker, members made a clean sweep of the top three positions at the Annual Snooker Tournament on 31 May 2025. All these achievements underscore NSRCC's continued commitment to sporting excellence and competitive success.



REOPENING OF SEALAND VILLA

The refreshed Sealand Villa (formerly known as SAF Chalets) was officially reopened on 9 January 2026 to provide members and guests with a wider range of options for staycations and social gatherings, complementing the existing bungalow units at NSRCC Changi. Featuring a variety of two to four-bedroom units with spacious living and dining areas, the facility was thoughtfully redesigned to accentuate the relaxing holiday vibes from its scenic coastal view and tranquillity at Changi Village. As part of the partnership with MINDEF, NSRCC now manages the operations of all 28 chalet units.



Chief of Defence Force and President of NSRCC Vice-Admiral Aaron Beng (second from left), accompanied by NSRCC General Manager Mr Ng Heng Chew, then Deputy Secretary (Administration) of MINDEF Mrs Elaine Ng and Director Manpower of MINDEF Mr Shaun Goh, at the plaque unveiling ceremony for the reopening of Sealand Villa.

SO DRAMA! ENTERTAINMENT

2025 was a transformative year for *So Drama!*, advancing its evolution into a digitally-led media and entertainment company while continuing to deliver compelling Singaporean stories across platforms.



'Fresh New Taste, Same Great Sound' Farewell Party at Hard Rock Café.

A key milestone was the launch of Kakee, following the rebrand of the CAMOKAKIS app. Conceived as an integrated lifestyle and entertainment platform, Kakee brings together music streaming, short-form video, gaming and rewards into a seamless, user-centric experience. This shift was complemented by the transition of 88.3JIA and POWER 98 from traditional FM broadcasting to a fully digital streaming model, positioning *So Drama!* at the forefront of Singapore's digital audio landscape. The expanded offerings include three additional 88.3JIA streams and two supplementary POWER 98 streams, bringing the total to seven complimentary digital music streams.

This transformation was anchored by strong audience engagement efforts. The transition from FM was marked by a series of appreciation and farewell activations, including listener parties and live events that drew thousands of fans. Monthly POWER 98 RETRO TGIW sessions alone attracted over 1,500 attendees, while 88.3JIA's 'Thank You' party for loyal listeners connected with more than 200 dedicated listeners.

Extending its reach beyond broadcast, *So Drama!* also brought its signature LOBANGS experience on the road through a series of on-ground activations across 10 locations. Featuring interactive games and live appearances, these events engaged more than 7,000 participants, strengthening connections with audiences in a highly experiential and accessible format.



Launch of SAFTI City.



Reality Series 'Every Singaporean Son IV'.

Content remained at the heart of *So Drama!*'s strategy. Through Kakee and its broader digital ecosystem, the company adopted a multi-platform, hyper-local content approach centred on made-in-Singapore originals. Strategic partnerships, with FLY Entertainment for instance, further enhanced the breadth and appeal of its offerings, enabling *So Drama!* to deliver content that is both culturally resonant and commercially relevant.

These efforts were met with strong industry recognition, with Kakee and its services garnering more than nine awards during the year, including an Asian Television Award for the Kakee Original series 'Then & Now'.

Other parts of *So Drama!*'s broader content ecosystem continued to perform strongly. PIONEER delivered a diverse range of defence and national service content, from timely news updates to in-depth behind-the-scenes features. It covered key milestones such as the launch of SAFTI City, the broadcast of the reality series 'Every Singaporean Son IV', major overseas exercises like Exercise Forging Sabre, and regional competitions including the ASEAN Armies Rifle Meet.

The team also demonstrated a strong ability to innovate in tone and format, using a light-hearted approach for pieces like the 'Sergeant Sonnets' video for Valentine's Day, Children's Day videos highlighting servicemen and women with their children, and AI-generated content for April Fool's Day.

PIONEER earned international recognition through multiple prestigious awards, including the Grand Award at the APEX Awards for its 'People' series, wins in the Hermes Creative Awards for 'We let airborne trainers (re)write the script', and a Folio: Eddie Ozzie Award for 'Tiny tankees'. The PIONEER team's excellent design work was also recognised internationally. Their SAF60 logo received an Award of Excellence at the Worldwide Logo Design Awards 2025, while their NDP 2024 infographic series clinched a Gold at the Hermes Creative Awards, an Award of Excellence at the APEX Awards, and a GDUSA American Digital Design Award.

So Drama! continued to expand its creative boundaries in live and experiential content. The production of 'The Paper Bride', a horror-themed mixed-reality escape room experience, showcased the company's growing capabilities in immersive storytelling. Set in a 1900s Peranakan household, the story centres on a ghost wedding where participants arrive as invited guests but are drawn into investigating the case of the missing bride. Integrating virtual production, virtual reality, motion capture and generative artificial intelligence (AI), the 40-minute experience blended theatre and technology into an interactive narrative that was well received by audiences.



Students going through The Paper Bride VR escape room.

Alongside experiential work, *So Drama!* also explored new content development models through 'Camp Noodles – Basic Mee-litary Training', an experimental generative AI-assisted initiative to develop original animated content. Conceived as a light hearted, locally resonant micro series parodying National Service culture through noodle characters, the project tested the use of AI within concept development and production workflows. Camp Noodles also provided valuable insights into the viability of AI-supported pipelines, contributing to *So Drama!*'s broader capability building efforts in original content creation.

So Drama!'s reach also extended internationally through the Music & Drama Company (MDC)'s performances, including Singapura Express presented in Australia during Exercise Wallaby. The production brought Singapore's history and culture to overseas audiences, reinforcing the company's role in cultural storytelling and engagement beyond local shores.

As Singapore marked SG60, MDC played a key role in major celebrations, including a standout NDP 2025 segment featuring 30 dancers performing with Benjamin Kheng aboard a floating stage at Marina Bay.



Camp Noodles – Basic Mee-litary Training Gen AI project.



HOMETOWN Festival 2025

The momentum continued with the second HOMETOWN Festival at OCBC Square, a two-day music and dance event celebrating emerging local talent through a vibrant, family-friendly and immersive experience.

To support this continued evolution, *So Drama!* strengthened organisational capability and employee experience through leadership development, clearer career pathways, and support for structural changes to enable growth and innovation. Workforce transformation was accelerated through sustained AI and digital upskilling, targeted role capability development, and partnerships with industry and educational institutions to build future talent pipelines. Staff engagement, well-being, and governance remained strong focus areas, reinforcing a supportive, resilient, and future-ready organisation.

Together, these milestones reflect a year of bold transformation, creative innovation and sustained audience connection. By strengthening its digital ecosystem, expanding its content capabilities and deepening engagement across platforms and organisational experiences, *So Drama!* is well positioned to shape the future of media and entertainment in an increasingly dynamic and immersive landscape.

STRENGTHENING BONDS

A wide range of exciting activities were organised throughout the year to forge closer bonds among national servicemen and provide them with plenty of opportunities to spend quality time with their loved ones.

NATIONAL DAY CELEBRATIONS

Over 52,000 national servicemen and their families enjoyed the National Day celebrations organised by SAFRA at Marina Bay on 2 and 9 August 2025, as well as at all SAFRA clubs throughout the month of August.

Themed 'Vibrant Heartbeat' to celebrate the nation's vitality, youthful energy and rich multicultural heritage, the celebration held at Bayfront Event Space featured pre-parade live performances by homegrown artistes, live screening of the NDP on large LED screens and an electrifying post-parade party. Participants were able to soak in the sights and sounds of several NDP highlights up close from the Bay such as the State Flag Flypast and fireworks display across the city skyline.

Families also gathered at SAFRA clubs islandwide to celebrate SG60. Besides watching the live screening of the NDP together, they bonded through fun-filled activities such as sing-along sessions and nostalgic traditional games. Pop-up food stalls served up delicious local flavours, while organised tours to Kusu Island, Sister's Island, Pulau Ubin and St John's Island brought families to the scenic outskirts of Singapore. Many also participated in a photography competition, capturing Singapore's rich cultural heritage through their lens.



CELEBRATING SG60



More than 10,000 participants joined the SAFRA Bayfront National Day Celebrations. Mr Desmond Choo (top right) also visited the event to interact with participants.



Families got together at SAFRA clubs to celebrate our nation's birthday.



SG60 SAFRA FAMILY FIESTA

Over 1,200 national servicemen and their families participated in the SG60 SAFRA Family Fiesta held at Marina Square from 29 May to 1 June 2025, in conjunction with the National Family Festival. The SAFRA Diaper Dash was the main highlight of the event, with more than 420 babies and young kids aged 6 to 36 months old competing in 3m to 5m races, while their parents cheered and cajoled them in various ways to cross the finish line.

Through a collaboration with Pororo Park Singapore, families also had the opportunity to get up close to their favourite Pororo & Friends characters and enjoyed sing-along sessions and colouring activities. The event also saw families participating in fun-filled challenges, putting their five senses to the test by guessing various food ingredients, condiments and beverages.



Parents created indelible memories with their young ones at one of the most adorable races in Singapore.



SAFRA x Oddle presents

SG60 Food Galore

EAT. PLAY. BOND

Extended till 31 Aug 2025

\$6 OFF DINE-IN DEALS
\$12 OFF DELIVERY DEALS
 with a min. spend of \$60

SAFRA Members' Exclusive

Over 60 of Singapore's best homegrown F&B brands

and many more!

SG60 FOOD GALORE

National servicemen and their families were invited to celebrate Singapore's vibrant food culture through a series of food-themed challenges and attractive dining deals as part of the SG60 Food Galore. Organised from June to August 2025, the initiative saw over 5,300 participants bonding through games such as Foodie Bingo and scavenger hunts at SAFRA clubs that tested their knowledge in local dishes.

Many SAFRA members also took the opportunity to dine out with their families and friends, enjoying \$6 off their bill with a minimum spend of \$60, at over 70 homegrown F&B brands islandwide as part of a collaboration with local dining and delivery platform Oddle. More than 20,000 e-vouchers were made available on the SAFRA app for members to enjoy this special deal.



The SG60 Food Galore created bonding opportunities through Singaporeans' love for food.

TEAM BUILDING



SAF UNIT COHESION PROGRAMMES

A total of 637 cohesion events were organised for SAF National Service units at various SAFRA clubs and SAF camps, engaging over 52,000 national servicemen. Through a wide range of activities such as archery tag, bowling, inflatable games, indoor air weapons shooting, laser tag, water telematches and various sports competitions, these cohesion events strengthened teamwork and camaraderie among national servicemen.



SAFRA continued to support SAF National Service units by offering end-to-end event planning and management services for their cohesion activities.

SAFRA FOOTBALL FIESTA

Over 7,300 football enthusiasts were engaged through various activities organised by SAFRA Tampines during the year as part of the 12th edition of SAFRA Football Fiesta. Parents and children bonded through friendly matches organised in collaboration with the Junior Soccer School and League on 29 June 2025, while football camps were organised in partnership with Lion City Sailors (LCS) during the June and December school holidays for children to hone their skills in dribbling, passing and shooting.

The SAFRA x LCS Night League saw teams competing in 11-a-side football matches every Wednesday from 23 July to 8 October 2025, while those who preferred futsal gathered for friendly games on the last Friday of every month. During the year, fans also had the opportunity to meet former Liverpool player John Arne Riise when he visited the club and enjoy live screenings of Premier League football matches.

KEEPING FIT TOGETHER



Team spirit was at a high after a great game at the SAFRA x LCS Night League.



Nothing like a friendly game of futsal with buddies on Fridays.

SAFRA YOUTH FIESTA

Over 1,200 youths participated in the SAFRA Youth Fiesta at SAFRA Tampines on 20 and 21 September 2025. Into its 4th edition, the event saw teams competing in the Ultimate Frisbee Tournament in an exhilarating display of speed, agility and teamwork. At the swimming pool, some took the opportunity to learn how to improve their swim strokes and build endurance through the SwimFurther programme organised in collaboration with Singapore Aquatics, while others simply had fun navigating the inflatable water obstacles. For fans of Japanese pop culture and anime, there were also a DoujinFes Fair and Hololive Official Card Game community workshops.



Youths competing in the Ultimate Frisbee Tournament at the SAFRA Youth Fiesta.

ENERGIZEX

Over 1,000 national servicemen and their families participated in EnergizeX held at SAFRA Choa Chu Kang on 22 November 2025. The vibrant fitness event featured Piloxing, K-pop dance workouts, indoor and aqua spinning sessions pulsating with live DJ beats, and various wellness talks, offering plenty of high-energy activities for participants to break a sweat.



Working out is more fun and satisfying when done with loved ones and buddies.

SPORTS COMPETITIONS

SAFRA continued to organise a variety of sports competitions throughout the year such as the SAFRA Annual Golf Championship in September 2025, SAFRA Squash Open in November 2025, SAFRA Table Tennis Championships in January 2026, and the SAFRA Badminton Tournament in March 2026. Attracting over 700 participants, these events provided opportunities for SAFRA interest group members and sports enthusiasts to put their skills to the test, while forging stronger bonds as they compete together.



Discipline, perseverance and teamwork are some of the positive values cultivate through competitive sports. Many also forged strong friendships that will last a lifetime.

UNWIND & SOCIALISE



Players battled it out in a test of teamwork and strategy at the 'Mobile Legends: Bang Bang' tournament.

SAFRA ESPORTS FIESTA

Close to 2,200 gaming enthusiasts participated in the SAFRA Esports Fiesta held at various SAFRA clubs from 5 to 20 July 2025. Organised with the support of SAFRA Tech Club and SAFRA Youth Network, the event featured the popular 'Mobile Legends: Bang Bang' tournament and console gaming challenges in PS5 and Nintendo Switch, along with plenty of fun-filled fringe activities such as arcade games, meet-and-greet sessions with cosplayers, and an anime and Pokémon trading card marketplace.



Friends and loved ones got together to unwind and bond at Neon Night Fest.

NEON NIGHT FEST

Over 200 participants gathered at the Neon Night Fest held at SAFRA Jurong on 29 November 2025. The stage was brought to life by energetic dance groups from Nanyang Technological University, as well as local musicians and talented residents who performed during the Pioneer Crescendo Open Mic showcase organised in collaboration with Pioneer Community Art and Culture Club. Participants enjoyed a sumptuous buffet spread, free flow of drinks and snacks, along with a variety of fringe activities ranging from console games to dance machines.

SOUNDBYTE BEER MUSIC PLAY

Over 430 national servicemen and their friends bonded over food, music and games at Soundbyte Beer Music Play. Organised by SAFRA Youth Network, the event was held at SAFRA Mount Faber on 5 December 2025. Participants enjoyed live band performances, high-energy DJ sets, free flow of drinks and snacks, delicious bites from various food stalls, along with fun-filled activities such as arcade games, air hockey, digital pinball and photobooths to capture the moment together.



Participants relaxed and recharged together at Soundbyte Beer Music Play as the week drew to a close.

NETWORKING OPPORTUNITIES

A series of events was organised during the year to provide national servicemen who were keen to be entrepreneurs with opportunities to network, share their ideas and gain valuable insights from other business professionals.

The SAFRA Entrepreneurs' Club (SEC) organised its inaugural members' night at SAFRA Mount Faber on 17 July 2025, attracting 145 attendees who had a good time interacting with one another during the casual barbecue dinner. Many SEC members also took the opportunity to build new connections and enhance their knowledge in financial literacy and franchising through SEC's collaborations with InsureXpo 2025 and Franchising Licensing Asia Expo 2025.

On 26 and 27 July 2025, the annual SAFRA Entrepreneurs' Marketplace was organised at Our Tampines Hub, enabling 30 entrepreneurs to showcase and sell their products and services to the public. To encourage the same enterprising spirit among the next generation, the SAFRA Kidspreneur Marketplace was organised on 6 December at SAFRA Toa Payoh, providing children aged 7 to 16 years old with the opportunity to explore their business ideas, set up their own booths and interact directly with customers with the support of their parents. These activities helped to bring the community of budding entrepreneurs closer together.



Both adults and children got to pursue their interest in becoming entrepreneurs.

QUALITY FAMILY TIME



Families took time out to bond and spend quality time together.

SAFRA FAMILY DAY OUT

Over 7,100 SAFRA members and their families participated in three outings as part of the SAFRA Family Day Out series. On 19 July 2025, families spent a fun-filled day at Sentosa. They enjoyed an outdoor movie screening and lively carnival at Palawan Kidz City Roof Garden and took part in a Families for Life scavenger hunt at Sensoryscape. They also explored the Peranakan Reimagined multi-sensory cultural showcase and went on a guided tour of Fort Siloso.

Families who joined the next outing to the Gardens by the Bay and MediaCorp National Day Concert on 3 August 2025 enjoyed live performances by local artistes, family-friendly games and a dazzling fireworks display. SAFRA members received exclusive goodie bags comprising picnic mats, drinks, colouring books, glow sticks and mini flags to augment the celebrations.

On 28 February 2026, families visited the Singapore Discovery Centre where they learnt about Singapore's journey in nation-building at the 'Through the Lens of Time' exhibition. They also had fun at other family bonding activities such as pedal boating, laser tag and lava floor games.



Families gathered at SAFRA clubs to enjoy the Nutcracker-themed year-end festivities.

CRACKLING GOOD TIMES

Close to 40,000 national servicemen and their families enjoyed the year-end festivities organised at all SAFRA clubs from 22 November to 31 December 2025. Live performances by soldier drummers, carollers, roving magicians and students from StepUp Learning & Dance brought much entertainment and cheer to the crowd. Families also bonded through various carnival games and art and craft activities where they decorated festive socks, painted wooden nutcrackers, tried out sand art, and penned their wishes on festive ornaments.

During the celebrations, SAFRA members also enjoyed various giveaways ranging from sweet treats to festive memorabilia, as well as special 1-for-1 F&B deals at each club.

SAFRA PEDAL-LESS BIKE CHALLENGE

Families turned up in full force to cheer on their little ones as they put their speed and agility to the test at the SAFRA Pedal-less Bike Challenge at SAFRA Yishun on 14 March 2026. Over 440 children, aged 2 to 8 years old, had fun propelling themselves forward using their feet and manoeuvring an obstacle course. This year's event also featured a variety of other fun challenges such as the 'Safety Dash', where children raced to put on their safety gear and dashed to the finish line, as well as 'Stop & Go', where they had to dash or stop their bikes based on the changing game traffic light.



There were many proud parents as their little ones raced past the finish line.

LENDING A HELPING HAND



Mr Desmond Choo presented the mock cheque of the funds raised to the beneficiaries of SAFRA Swim for Hope.

SAFRA SWIM FOR HOPE

Over 5,500 national servicemen and their families participated in the SAFRA Swim for Hope from 11 August to 18 October 2025 to help raise funds for the less privileged and those in need. This included over 3,900 participants from the Republic of Singapore Navy, which gave its strong support.

Into its 15th edition, the event inspired many to keep fit as they did their part for charity. Participants swam varied distances in a range of categories for individuals (1km, 15km, 55km), parent and child (1km, 5km), and teams comprising five or more swimmers who cumulatively clocked 250km together. They swam at their own convenience at swimming facilities islandwide, including SAFRA clubs, and logged their distances online.

Close to \$290,000 was raised in support of seven beneficiaries – Asian Women's Welfare Association (AWWA), Blossom Seeds, President's Challenge, SAF Care Fund, Singapore Aquatics Development Fund, Singapore Cancer Society and South Central Community Family Service Centre.

The funds were raised through event registration fees as well as corporate and individual donations, with many participants crowdfunding for donations among their own supporters. Fun-filled family carnivals were also organised at SAFRA Mount Faber and SAFRA Yishun on 16 August 2025, with proceeds from ticket sales going towards the fundraising effort.

LET'S GIFT FOR A REASON

Into its 10th edition, Let's Gift For A Reason was organised from 19 October to 30 November 2025 across all seven SAFRA clubs. SAFRA collaborated with several community partners such as the Association for Persons with Special Needs, Free Food For All, Marsiling Community Club, Tampines Changkat Community Club, Toa Payoh Central Community Club and Whampoa Community Club, to identify those in need within the community and gather their wishes.

With the support of national servicemen and members of the public who contributed gifts such as stationery, sports equipment and toys worth a total of more than \$24,000, the wishes of 825 beneficiaries were fulfilled, putting a heartwarming smile on countless faces.



LOOKING FORWARD

In the coming years, SAFRA will do more to galvanise community appreciation for national servicemen and strengthen the collective will of Singaporeans to defend Singapore. SAFRA will also continue to enhance its offerings and membership privileges to support the lifestyle needs of national servicemen and their families.

CELEBRATING DEFENCE HERITAGE AT SAFRA CLUBS

SAFRA clubs will house defence heritage galleries that feature compelling stories of Singapore's defence transformation, enabling visitors to gain interesting insights into the vital role and efforts of the SAF to defend our nation against evolving threats through the contributions of national servicemen alongside regulars. Once introduced, these galleries will honour our nation's defenders and inspire the wider community to embrace defence as a living legacy and important shared responsibility among all Singaporeans.



Participants at the first edition of the 1-day NS For Everyone camp held in June 2026.

STRENGTHENING COMMITMENT TO DEFENCE

An expanded range of NS Experience Camps has been introduced since June 2026, featuring two new variants and double the number of camps being organised during the year to enable family members of national servicemen to experience various SAF-inspired activities. In addition to the family and children camps that continue to be popular, new 1-day NS For Everyone camps now provide the option of a more compact experience for those who may not be able to stay overnight, while new 2D1N women's camps offer an inspiring experience for females. As part of the enhanced programme, participants also get to make personalised appreciation gifts for family members who are national servicemen during every camp.

New events such as the FitX Challenge that made its debut in September 2026 as part of the SAFRA Fitness Festival also features several National Service-inspired elements such as the Apex Climb, Low Wall and Leopard Crawl, alongside other functional fitness stations. Through a range of individual, team, junior and parent-and-child categories, the new obstacle race encourages fitness, teamwork and camaraderie among national servicemen, while enabling their loved ones to experience the rigorous fitness training they undergo to remain operationally ready to defend our nation.

As SAFRA commemorates 60 Years of National Service (NS60) in 2027, national servicemen and their families can look forward to even more initiatives to celebrate Singapore's defence journey and appreciate national servicemen. This will also include a new series of defence-themed carnivals held across the island, including at SAFRA clubs to bring defence to the heartlands. These carnivals will feature exhibits and interactive activities that enable the community to learn about the SAF's defence capabilities and how every individual can play a part in securing our nation's future.

SAFRA will continue to work closely with MINDEF and various community partners to deepen community engagement and extend the outreach of our initiatives. More opportunities will also be made available for community volunteers to be actively involved in SAFRA initiatives through the SG Defence Volunteer Network.



Participants navigating the Apex Climb and Leopard Crawl at the FitX Challenge.

SUPPORTING NSMEN'S NEEDS

SAFRA will continue to enhance our network of clubs as vibrant destinations for national servicemen and their families to keep fit, unwind and bond.

At SAFRA Yishun, the bouldering gym was recently refreshed with new climbing routes and digital projection games to provide a more interactive experience, while its 18m climbing wall now features an auto-belay system. New glamping facilities will also be introduced at the club in the coming months to provide more recreational options. As part of the upgrading of its Indoor Air Weapons Range, additional shooting lanes have recently been added, while a simulated shooting facility will be introduced by early 2027. These enhancements will provide more opportunities for students, pre-enlistees and families to experience shooting and hone their marksmanship skills.

At SAFRA Tampines, visitors now have access to the first and only rooftop batting cage in Singapore, featuring automated pitching lanes for baseball and softball, with the addition of new tenant, iBat, since August 2026. At SAFRA Toa Payoh, families can look forward to an enhanced wading pool with new water play features by end 2026.



Artist's impressions of the enhanced SAFRA Jurong slated to be completed in 2028.

In the coming years, SAFRA Jurong will also undergo a series of upgrading works and be rethemed as an Urban Oasis. Slated to be completed by 2028, the enhancement will introduce several new facilities such as resort-style villas for staycations and a new F&B avenue that will span between the club atrium and swimming pool to provide more dining options. Several existing facilities will also be enhanced. The club's swimming pools will offer a mix of resort-style relaxation and new water play features. The EnergyOne gym will feature smart training equipment that enables gym goers to better track their fitness and exercise data, as well as better amenities such as digital fitness assessment zones and smart lockers. A new 5-a-side futsal court with astro turf will offer members better play experience, while offering the flexibility to be used as a multi-purpose outdoor activity space for communal events. Families can look forward to a refreshed Kidz Amaze indoor playground with new thematic play features. The club facade and atrium will also be enhanced to give the club a more modern look and spacious configuration.

A new SAFRA clubhouse will also be built in the Bayshore area to better serve national servicemen and their families in the East. Targeted for completion in 2030, it will replace SAFRA's oldest clubhouse at Tampines which was built in 1988. The new SAFRA Bayshore will be located next to an Integrated Transport Hub, comprising Bedok South MRT station and a bus interchange, providing national servicemen living in the East with convenient access to the new clubhouse via public transport. The new clubhouse will also be SAFRA's largest, with a gross floor area of at least 30,000 square metres. It will be double the size of the current SAFRA Tampines and offer a wider range of modern and affordable facilities. Special attention will be given to the club design in achieving high sustainability standards as well as providing sheltered communal spaces for national servicemen and their families to gather for various arts, sports, music events, and fairs.

FINANCIAL HIGHLIGHTS & STATEMENTS

For the year under review, total income rose by 4.9%, or \$6.3m, to \$134.6m. The higher income was derived mainly from media, rental, facilities and gym.

Total expenditure increased by 10.3%, or \$14.4m, to \$154.2m primarily attributed to higher operating expenditure from production and manpower costs.

Consequently, the Group delivered a deficit before government grants of \$19.6m, higher than the deficit of \$11.5m in the previous financial year.

After government grants, amortisation of development fund, and income tax, the Group's net surplus was \$1.9m, a decline of \$6.2m from the previous financial year's net surplus of \$8.1m.

The Group received \$20.9m in government grants for the year under review. This was \$2m higher compared to the previous financial year.

As at 31 March 2026, the Group's total reserves at \$405.5m were \$1.3m (0.3%) lower compared to the previous financial year, mainly due to net fair value decrease during the year of investments being marked to market value.

The reserves are earmarked for future development plans, upgrading projects, as well as programmes and initiatives to better serve the lifestyle and lifestage needs of national servicemen and their families to recognise their contributions towards National Defence. Amid a challenging financial outlook, we remain focused on strengthening long-term financial sustainability through revenue diversification, cost optimisation strategies, and improvements in operational efficiency.

FINANCIAL STATEMENTS

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STATEMENT BY SAFRA MANAGEMENT COMMITTEE

In the opinion of the SAFRA Management Committee,

- (a) the accompanying statements of financial position, consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in reserves and consolidated statement of cash flows, together with the notes, thereto, are drawn up so as to present fairly, in all material respects, the financial position of SAFRA National Service Association (the "Association") and its subsidiary (the "Group") as at 31 March 2026, and the consolidated results, consolidated changes in reserves and consolidated cash flows of the Group for the year ended on that date in accordance with the provisions of the Societies Act, 1966 and Financial Reporting Standards in Singapore ("FRSs") and
- (b) at the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

The SAFRA Management Committee has on the date of this statement, authorised these financial statements for issue.

On behalf of the SAFRA Management Committee



DESMOND CHOO

President

Dated: 13 October 2026



SHAUN GOH

General Secretary

INDEPENDENT AUDITOR'S REPORT TO SAFRA NATIONAL SERVICE ASSOCIATION AND ITS SUBSIDIARY

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of SAFRA National Service Association (the "Association") and its subsidiary (the "Group"), which comprise the statement of financial position of the Association and consolidated statement of financial position of the Group as at 31 March 2026, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in reserves and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements of the Group and the statement of financial position of the Association are properly drawn up in accordance with the provisions of the Societies Act, 1966 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the consolidated financial position of the Group and the financial position of the Association as at 31 March 2026, and the consolidated results, consolidated changes in reserves and consolidated cash flows of the Group 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 Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not and will 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 on the other information that we obtained prior to the date of this auditor's report, 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 SAFRA NATIONAL SERVICE ASSOCIATION AND ITS SUBSIDIARY (CONT'D)

Responsibilities of Management and Those Charged with Governance 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 FRSs, and for such internal control as the management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Group'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 Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT TO SAFRA NATIONAL SERVICE ASSOCIATION AND ITS SUBSIDIARY (CONT'D)

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance 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 Association have been properly kept in accordance with those Regulations.
- (b) the accounting and other records required by the Singapore Companies Act, 1967 to be kept by the subsidiary incorporated in Singapore of which we are auditors, have been properly kept in accordance with the provisions of the Singapore Companies Act.

The engagement partner on the audit resulting in this independent auditor's report is Chew Wei Jim.



PKF-CAP LLP

Public Accountants and
Chartered Accountants

Singapore

Date: 13 October 2026

STATEMENTS OF FINANCIAL POSITION

		The Group		The Association	
		31 March 2026	31 March 2025	31 March 2026	31 March 2025
	Note	\$	\$	\$	\$
ASSETS					
Non-Current Assets					
Property, plant and equipment	4	106,387,516	119,537,214	106,371,756	119,525,646
Right-of-use assets	5	19,658,943	23,505,971	19,658,943	23,505,971
Investment securities	6	274,846,940	238,154,349	274,846,940	238,154,349
Investment in a subsidiary	7	-	-	100,000	100,000
		400,893,399	381,197,534	400,977,639	381,285,966
Current Assets					
Inventories		629,608	555,562	629,608	555,562
Trade and other receivables	8	16,748,347	19,423,917	16,747,500	19,422,117
Fixed deposits	9	64,062,051	90,567,023	64,062,051	90,567,023
Cash and bank balances	10	33,107,789	35,632,359	33,107,789	35,632,359
		114,547,795	146,178,861	114,546,948	146,177,061
Total assets		515,441,194	527,376,395	515,524,587	527,463,027
RESERVES					
Building/extension fund	11	119,900,366	119,900,366	119,900,366	119,900,366
Sinking fund	12	42,905,877	23,866,983	42,905,877	23,866,983
Fair value reserve	13	5,792,325	11,600,683	5,792,325	11,600,683
Accumulated surplus	14	236,932,849	251,491,758	236,862,602	251,422,254
Total reserves		405,531,417	406,859,790	405,461,170	406,790,286
LIABILITIES					
Non-Current Liabilities					
Contract liabilities	15	26,658,459	28,004,783	26,658,459	28,004,783
Lease liabilities	16	5,949,095	8,716,080	5,949,095	8,716,080
Development fund	17	2,341,251	2,982,761	2,341,251	2,982,761
Deferred capital grant	18	6,620,000	6,620,000	6,620,000	6,620,000
		41,568,805	46,323,624	41,568,805	46,323,624
Current Liabilities					
Trade and other payables	20	39,633,831	47,107,370	39,793,309	47,270,376
Current tax payable	25(b)	5,838	6,870	-	-
Contract liabilities	15	17,342,210	17,664,686	17,342,210	17,664,686
Lease liabilities	16	9,012,128	8,772,545	9,012,128	8,772,545
Development fund	17	641,510	641,510	641,510	641,510
Deferred operating grant	19	1,705,455	-	1,705,455	-
		68,340,972	74,192,981	68,494,612	74,349,117
Total liabilities		109,909,777	120,516,605	110,063,417	120,672,741
Total reserves and liabilities		515,441,194	527,376,395	515,524,587	527,463,027

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		Year ended 31 March 2026	Year ended 31 March 2025
	Note	\$	\$
Income			
Fruit machines	3	11,546,455	11,556,526
Membership	3	12,084,920	13,010,391
Rental and booking of facilities	3	42,027,813	41,160,528
Gym	3	6,986,362	6,036,938
Commission	3	103,831	690,295
Courses and programmes	3	3,629,214	3,615,190
Golf tournaments, green fees and buggy rentals	3	11,777,833	11,271,529
Media and entertainment	3	33,385,864	25,327,529
Driving range	3	490,357	330,642
Subscription fees	3	4,704,381	4,568,983
Interest income		1,613,647	4,760,784
Other gains - net	21	6,286,203	5,982,550
		134,636,880	128,311,885
Expenditure			
Fees paid to auditors of the Group		150,519	155,900
Bad debts written off		22,463	13,553
Bank charges		862,918	744,314
Unit cohesion events		1,018,705	969,213
Computer related expenses		3,128,210	2,708,616
Consultancy/professional fees		257,392	412,314
Depreciation of property, plant and equipment	4	14,348,306	14,203,162
Amortisation of right-of-use assets	5	2,488,891	2,597,128
Employee benefits	22	76,244,694	71,819,429
Impairment of investment securities	6	76,112	19,543
Loss on disposal of property, plant and equipment		-	6,602
Licence fees		1,695,969	1,622,052
Maintenance expenses		17,372,216	16,917,626
Membership expenses		1,647,890	1,328,370
Property tax		1,729,917	1,622,350
Publications, publicity, promotions and production expenses		14,893,512	7,845,273
Short-term lease and equipment hire expenses		641,259	537,850
Security expenses		2,570,578	2,464,699
Social and sports activities		3,537,626	3,430,049
Utilities		6,531,390	6,636,640
Others	23	4,043,767	3,715,946
		153,262,334	139,770,629
Deficit before government grants, development fund and sinking fund		(18,625,454)	(11,458,744)
Sinking fund		(961,106)	-
Deficit before government grants and development fund		(19,586,560)	(11,458,744)
Operating grants from the Ministry of Defence ("MINDEF")	24	20,882,545	18,942,078
Amortisation of development fund	17	641,510	641,510
Surplus before income tax		1,937,495	8,124,844
Income tax	25(a)	(3,931)	(5,930)
Net surplus for the year		1,933,564	8,118,914

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONT'D)

	Note	Year ended 31 March 2026 \$	Year ended 31 March 2025 \$
Other comprehensive (loss)/income after tax:			
Items that will not be reclassified to profit or loss:			
- Fair value (loss)/gain on equity instruments at fair value through other comprehensive income	26	(3,632,853)	4,342,085
Items that are or may be reclassified subsequently to profit or loss:			
- Fair value gain on debt instruments at fair value through other comprehensive income	26	3,035,694	1,059,978
- Realised gain on debt instruments at fair value through other comprehensive income reclassified to profit or loss	21,26	(2,664,778)	(809,486)
		370,916	250,492
Other comprehensive (loss)/income for the year, net of tax		(3,261,937)	4,592,577
Total comprehensive (loss)/income for the year		(1,328,373)	12,711,491

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

	Building/ extension fund \$ (Note 11)	Sinking fund \$ (Note 12)	Fair value reserve \$ (Note 13)	Accumulated surplus \$ (Note 14)	Total \$
Balance at 1 April 2024	119,900,366	23,866,983	10,094,907	240,286,043	394,148,299
Net surplus for the year	-	-	-	8,118,914	8,118,914
Other comprehensive income	-	-	4,592,577	-	4,592,577
Total comprehensive income for the year	-	-	4,592,577	8,118,914	12,711,491
Realisation of fair value reserve	-	-	(3,086,801)	3,086,801	-
Balance at 31 March 2025	119,900,366	23,866,983	11,600,683	251,491,758	406,859,790
Net surplus for the year	-	-	-	1,933,564	1,933,564
Other comprehensive income	-	-	(3,261,937)	-	(3,261,937)
Total comprehensive income for the year	-	-	(3,261,937)	1,933,564	(1,328,373)
Realisation of fair value reserve	-	-	(2,546,421)	2,546,421	-
Transfer from accumulated surplus to sinking fund	-	20,000,000	-	(20,000,000)	-
Transfer from sinking fund to accumulated surplus	-	(961,106)	-	961,106	-
Balance at 31 March 2026	119,900,366	42,905,877	5,792,325	236,932,849	405,531,417

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	Year ended 31 March 2026 \$	Year ended 31 March 2025 (Reclassified) \$
Cash flows from operating activities			
Deficit before government grant, development fund and income tax		(19,586,560)	(11,458,744)
Adjustments for:			
Bad debts written off		22,463	13,553
Depreciation of property, plant and equipment	4	14,473,896	14,203,162
Amortisation of right-of-use assets	5	2,488,891	2,597,128
(Gain)/Loss on disposal of property, plant and equipment		(173,019)	6,602
Loss on right-of-use assets		-	96,958
Impairment on investment securities, net		76,112	19,543
Interest expense on lease liabilities		276,631	16,952
Interest income		(1,613,647)	(4,760,784)
Investment income from fund managers, net	21	(1,917,133)	(4,221,958)
Reclassification of realised gain on disposal of debt instruments	21	(2,664,778)	(809,486)
Deficit before working capital changes		(8,617,144)	(4,297,074)
Decrease/(increase) in trade and other receivables		2,045,758	(2,176,115)
Increase in inventories		(74,046)	(369,724)
(Decrease)/increase in trade and other payables		(6,460,450)	5,886,894
Decrease in contract liabilities		(1,668,800)	(1,459,124)
Cash used in operating activities		(14,774,682)	(2,415,143)
Interest received		2,220,997	4,629,349
Income tax paid	25(b)	(4,963)	(4,994)
Net cash (used in)/generated from operating activities		(12,558,648)	2,209,212
Cash flows from investing activities			
Increase in fixed deposits pledged as security to a bank		(20,701)	(29,290)
(Increase)/decrease in fixed deposits non-pledged maturing after 3 months		(4,600,000)	68,250,036
Proceeds from disposals of property, plant and equipment		2,043,839	12,121
Acquisition of property, plant and equipment	4	(95,331,205)	(64,489,121)
Proceeds from disposal of investment securities		72,678,654	2,078,822
Proceeds from redemption of investments		-	1,000,000
Fund placed with fund managers		(10,000,000)	(14,242,422)
Additions of investment securities		(99,500,000)	(22,000,000)
Proceeds from maturity of bond investment		-	735,906
Net cash used in investing activities		(134,729,413)	(28,683,948)
Cash flows from financing activities			
Grant received from MINDEF	C	117,518,507	62,904,453
Repayment of lease liabilities	A	(3,647,274)	(4,263,856)
Interest paid	A	(233,415)	(224,209)
Net cash generated from financing activities		113,637,818	58,416,388
Net (decrease)/increase in cash and cash equivalents		(33,650,243)	31,941,652
Cash and cash equivalents at beginning of the year		95,193,457	63,251,805
Cash and cash equivalents at end of the year	10	61,543,214	95,193,457

The annexed notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D)

Note A:

Reconciliation of liabilities arising from financing activities, excluding equity items:

	Non-cash items					Cash flow		
As at								As at
1 April		New	Interest			Interest		31 March
2025	Modifications	Leases	expense	Grant offset	Payment	paid		2026
\$	\$	\$	\$	\$	\$	\$	\$	\$
Lease liabilities	17,488,625	- 8,922,522	276,631	(7,845,866)	(3,647,274)	(233,415)		14,961,223

	Non-cash items					Cash flow		
As at								As at
1 April		New	Interest			Interest		31 March
2024	Modifications	Leases	expense	Grant offset	Payment	paid		2025
\$	\$	\$	\$	\$	\$	\$	\$	\$
Lease liabilities	4,316,816	19,665,934	4,461,388	16,952	(6,484,400)	(4,263,856)	(224,209)	17,488,625

Note B:

Included within non-cash movements in the reconciliation above is a grant offset of \$7,845,866 (2025: \$6,484,400), representing the reduction in lease liabilities funded by government grants received in respect of the leased premises during the financial year. In accordance with the Group's accounting policy, government grants that fund the leased premises are applied directly against the related lease obligations under the immediate-offset approach.

As the settlement of these lease liabilities is met by the government grants and does not involve any outflow of the Group's cash and cash equivalents, the grant offset is a non-cash transaction. It is therefore excluded from the statement of cash flows and presented as a non-cash change in the reconciliation of liabilities arising from financing activities.

Note C:

During the financial year, the Group received grants from the Ministry of Defence ("MINDEF") totalling \$117,518,507 (2025: \$62,904,453). These are presented as cash inflows from financing activities in the statement of cash flows. The nature and amount of each component is summarised below:

Nature of grants	2026	2025
	\$	\$
Operating grants – funding of operating expenditure	22,588,000	18,942,078
Capital grants – funding of property, plant and equipment	92,136,186	41,986,005
Lease-related grants – funding of leased premises	2,794,321	1,976,370
Total grants received from MINDEF	117,518,507	62,904,453

NOTES TO THE FINANCIAL STATEMENTS

1 General information

SAFRA National Service Association (the "Association" or "SAFRA") is a registered society in the Republic of Singapore. The Association is domiciled in the Republic of Singapore. The Association comprises SAFRA Headquarters and Clubs, National Service Resort & Country Club ("NSRCC") and So Drama! Entertainment ("SDE").

The registered office is at 2 Telok Blangah Way, Singapore 098803.

The principal activities of the Association are those relating to the promotion of social, recreational, sporting and educational activities amongst National Servicemen and their families. The principal activity of the subsidiary is set out in Note 7.

The financial statements of the Association and of the Group for the financial year ended 31 March 2026 were authorised for issue by the SAFRA Management Committee on the date of the Statement by SAFRA Management Committee.

2(a) Basis of preparation

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards ("FRS") including related Interpretations promulgated by the Accounting Standards Council ("ASC"). The financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollar ("S\$") which is the Association's functional currency. All financial information is presented in Singapore dollar, unless otherwise stated.

Significant accounting estimates and judgements

The preparation of the financial statements in conformity with FRS requires the use of judgements, estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the financial year. Although these estimates are based on management's best knowledge of current events and actions, actual results may differ from those estimates.

The critical accounting estimates and assumptions used and area involving a high degree of judgement are described below.

Critical assumptions used and accounting estimates in applying accounting policies

Depreciation of property, plant and equipment (Note 4)

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these property, plant and equipment to be within 2 to 30 years. The carrying amount of the Group's and Association's property, plant and equipment as at 31 March 2026 was \$106,387,516 and \$106,371,756 (2025 - \$119,537,214 and \$119,525,646) respectively. Changes in the expected level of usage, technological developments and national development plans could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. If depreciation on property, plant and equipment increase/decrease by 10% from management's estimate, the Group's surplus or deficit for the year will be impacted by approximately \$1,447,000 (2025 - \$1,420,000).

NOTES TO THE FINANCIAL STATEMENTS

2(a) Basis of preparation (Cont'd)

Critical assumptions used and accounting estimates in applying accounting policies (Cont'd)

Useful lives of clubhouses, building improvements and renovation

Included in property, plant and equipment are clubhouses, building improvements and renovation whose net book values amounted to \$69,130,254 at 31 March 2026 (2025 - \$74,318,693) and these assets are depreciated over their estimated useful lives of 2 to 30 years.

(i) SAFRA Headquarters and Clubs' agreement with MINDEF

SAFRA Headquarters and Clubs entered into an agreement with the Ministry of Defence ("MINDEF") to lease the land where the clubhouse premises are located from 1 January 2006 and the lease is renewable if there is no change in the principal activities of SAFRA National Service Association ("SAFRA") and the land is not required for national purposes.

The management of SAFRA Headquarters and Clubs has discussed the extension of the lease period with MINDEF and is confident that MINDEF will continue to renew the lease agreement covering the entire useful lives of the clubhouses, building improvements and renovation.

Subsequent to the expiry of the lease agreement on 31 December 2024, the Group had renewed the lease agreement and extended the lease period to 31 December 2027.

If the Group is unable to renew the lease with MINDEF when it expires on 31 December 2027, the Group will need to review the useful lives of the clubhouses, building improvements and renovation.

(ii) So Drama! Entertainment's agreement with MINDEF

SDE entered into an agreement with MINDEF to lease the office premises from 1 January 2006 and the lease is renewable if there is no change in the principal activities of SDE and the office premises is not required for national purposes.

Estimation of the incremental borrowing rate ("IBR") (Note 16)

For the purpose of calculating the right-of-use asset and lease liability, the Group applies the interest rate implicit in the lease ("IRILL") and, if the IRILL is not readily determinable, the Group shall use its IBR applicable to the lease asset. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. For most of the leases whereby the Group is the lessee, the IRILL is not readily determinable. Therefore, the Group estimates the IBR relevant to each lease asset by using observable inputs (such as market interest rate and asset yield) when available and then making certain lessee specific adjustments (such as the Group's credit standing). The carrying amount of the Group's right-of-use assets and lease liabilities are disclosed in Note 5 and 16 respectively.

The impact of any change and sensitivity analysis in the estimated IBR on the Group's right-of-use assets and lease liabilities are immaterial.

Dismantlement, removal or restoration costs for property, plant and equipment

The agreements with MINDEF and Singapore Land Authority (collectively known as "landlords") indicate that if the landlords require the Group to restore the land or the premises to its original condition, the Group is obligated to do so.

(i) SAFRA Headquarters and Clubs' agreement with MINDEF

The agreement with MINDEF indicates that if MINDEF requires the Group to restore the land to its original condition, the Group is obligated to do so. The Group has provided for costs of dismantlement, removal or restoration as required. The Group has provided for reinstatement cost amounting to \$2,200,000 for the relocation of SAFRA Tampines.

(ii) So Drama! Entertainment's agreement with MINDEF

The agreement with MINDEF indicates that if MINDEF requires the Group to restore the premises to its original condition, the Group is obligated to do so. The Group has assessed that the likelihood of an outflow of resources for the purpose of any dismantlement, removal or restoration is less than probable and as such, has not provided for any significant costs as at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

2(a) Basis of preparation (Cont'd)

Significant judgements used in applying accounting policies

Provision for expected credit losses of investment securities (Note 6) and receivables (Note 8)

The Group applies a 3-stage general approach to determine expected credit losses for financial assets. Expected credit loss ("ECL") is measured as an allowance equal to 12 month ECL for stage 1 assets or lifetime ECL for stage 2/3 assets. An asset moves from stage 1 to stage 2 when its credit risk increases significantly and subsequently to stage 3 as it becomes credit-impaired. In assessing whether credit risk has significantly increased, the Group considers qualitative and quantitative reasonable and supportable forward looking information. Lifetime ECL represents ECL that will result from all possible default events over the expected life of a financial instrument whereas 12 month ECL represents the portion of lifetime ECL expected to result from default events possible within 12 months after the reporting date.

The Group uses the simplified approach for trade balances based on days past due and historical credit loss experience with forward-looking information. At every reporting date, default rates are reviewed and changes in the forward-looking estimates are analysed.

Determination of the lease term (Note 16)

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reassessed if an option is exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects the assessment, and that is within the control of the lessee. For leases of clubhouses, office premises and equipment, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not terminate);
- If any leasehold improvements are expected to have a significant remaining value, the Group is typically reasonably certain to extend (or not terminate); and
- Otherwise, the Group considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

The accounting policies used by the Group have been applied consistently to all periods presented in these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

2(b) Interpretations and amendments to published standards effective in 2025/2026

On 1 April 2025, the Group has adopted all the new and revised FRSs, interpretations ("INT FRSs") and amendments to FRSs, effective for the current financial year that are relevant to them. The adoption of these new and revised FRS pronouncements does not result in significant changes to the Group's accounting policies and has no material effect on the amounts or the disclosures reported for the current or prior reporting periods.

2(c) FRS issued but not yet effective

At the date of authorisation of these financial statements, the following relevant FRS was issued but not yet effective, which the Group has not early adopted are:

Reference	Description	Effective date (Annual Periods beginning on)
Amendments to FRS 109 and FRS 107	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to FRSs	Volume 11	1 January 2026
Amendments to FRS 109 and FRS 107	Contracts Referencing Nature-dependent Electricity	1 January 2026
FRS 118	Presentation and Disclosure in Financial Statements	1 January 2027
FRS 119	Subsidiaries and Small Entities without Public Accountability: Disclosures	1 January 2027
Amendments to FRS 110 and FRS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

Management does not expect that the adoption of the above standard will have any material impact on the financial statements in the year of initial application except for FRS 118 Presentation and Disclosure in Financial Statements. FRS 118 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

2(d) Material accounting policy information

Consolidation

The consolidated financial statements comprise the financial statements of the Association and its subsidiary as at the end of the reporting period. The financial statements of the subsidiary used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Association. Consistent accounting policies are applied to like transactions and events in similar circumstances. Information on its subsidiary is given in Note 7 to the financial statements.

All inter-company balances and significant inter-company transactions and resulting unrealised profits or losses are eliminated on consolidation and the consolidated financial statements reflect external transactions and balances only. The results of subsidiaries acquired or disposed of during the financial year are included or excluded from the consolidated profit or loss from the effective date in which control is transferred to the Group or in which control ceases, respectively.

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Consolidation (Cont'd)

Thus, the Group controls an investee if and only if the Group has all of the following:

- power over the investee;
- exposure, or rights or variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Investment in a subsidiary

Investment in a subsidiary is stated at cost less accumulated impairment losses, if any, in the Association's statement of financial position. On disposal of such investment, the difference between the disposed proceeds and the carrying amounts of the investments is recognised in profit or loss.

Depreciation of property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their depreciable amount over their estimated useful lives as follows:

Clubhouses	10 to 30 years
Bungalows	15 to 30 years
Building improvements and renovation	2 to 10 years
Driving range	5 to 21 years
Golf course and improvements	15 to 30 years
Clubhouse related equipment	2 to 10 years
Golf machinery and equipment	3 to 8 years
Sea sports centre	12.5 years
Sea sports centre related equipment	5 to 10 years
Transmission, studio and production equipment	3 to 8 years
Office equipment	2 to 15 years
Furniture and fittings	3 to 10 years
Computers	3 years

No depreciation is provided on construction-in-progress.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Depreciation of property, plant and equipment (Cont'd)

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 property, 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 been recognised is added to the carrying amount of the asset 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 Group and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

For acquisitions and disposals during the financial year, depreciation is provided from the month of acquisition and to the month before disposal respectively. Fully depreciated property, plant and equipment are retained in the books of accounts until they are no longer in use.

Depreciation methods, useful lives and residual values are reviewed and adjusted as appropriate, at each reporting date as a change in estimates.

Intangible assets

Intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised on a straight-line basis over their estimated useful lives of 4 years, from the date on which they are available for use.

After initial recognition, they are carried at cost less accumulated amortisation and accumulated impairment losses, if any. In addition, they are subject to impairment testing if there are any indicators of impairment.

Intangible assets are written off where, in the opinion of the Group, no further future economic benefits are expected to arise.

Financial instruments

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.

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

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Financial assets

Initial recognition and measurement

The classification of financial assets, at initial recognition and at subsequent measurement, depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them.

With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of financial asset not at fair value through profit or loss, transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Financial assets (Cont'd)

Trade receivables are measured at the amount of consideration to which the Group 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.

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income ("FVOCI"), it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

Purchase or sales of financial assets that required delivery of assets within a time frame established by regulation or convention in the marketplace (regular way trades) are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon de-recognition (equity instruments)
- Financial assets at fair value through profit or loss

Subsequent measurement of debt instruments

The three measurement categories for classification of debt instruments are:

- 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 de-recognised or impaired and through amortisation process.

The Group's financial assets at amortised cost includes trade receivables and amount owing by related parties.

A contract asset is a right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. Contract assets relate to unbilled receivables.

A contract liability is an obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from customer. If customer pays consideration before the Group transfers good or services to the customer, a contract liability is recognised when the payment is made, or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

A receivable represents the Group's right to an amount of consideration that is unconditional.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Financial assets (Cont'd)

Subsequent measurement of debt instruments (Cont'd)

• FVOCI

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Financial assets measured at FVOCI are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses and interest calculated using the effective interest method are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is de-recognised.

The Group has financial assets, debt instruments at FVOCI.

• Fair value through profit and loss ("FVTPL")

Financial assets that do not meet the SPPI criteria for amortised cost or FVOCI are measured at FVTPL. Financial assets at FVTPL include financial assets held for trading or financial assets designated upon initial recognition at FVTPL. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term.

The Group does not have financial assets at FVTPL.

Subsequent measurement of equity instruments

The Group subsequently measures all equity instruments at fair value. On initial recognition of an equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in other comprehensive income ("OCI"). The classification is determined on an instrument-by-instrument basis.

Changes in fair value of equity instruments at FVTPL are recognised in profit or loss. Changes in fair value of equity instruments at FVOCI are recognised in OCI and are never recycled to profit or loss. Dividends are recognised in profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at FVOCI are not subject to impairment assessment.

The Group elected to classify irrevocably its quoted equity instruments under FVOCI.

De-recognition

A financial asset is primarily de-recognised when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments not held at FVTPL. ECL is based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group 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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Financial assets (Cont'd)

Impairment (Cont'd)

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For credit exposures for which there have not been a significant increase in credit risk since initial recognition, ECL is 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 have been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

The Group considers a financial asset in default when contractual payments are 90 days past due. It will assess and consider the financial asset to be in default when internal or external information indicates that it is unlikely to receive the outstanding contractual amounts in full. The financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

For trade receivables, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk but instead recognises a loss allowance based on lifetime ECL at each reporting date.

For debt instruments at FVOCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group re-assesses that internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group's debt instruments at FVOCI comprise investment grade bonds that are rated by external credit rating agencies and therefore are considered to be low risk investments. It is the Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since initial recognition, the allowance will be based on the lifetime ECL. The Group uses internal and external credit ratings to determine whether there is a significant increase in credit risk.

Determination of fair value

The fair value of quoted financial assets is based on quoted market prices. If the market for a financial asset is not active, the Group establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models refined to reflect the issuer's specific circumstances.

Financial liabilities

The Group determines the classification of its financial liabilities at initial recognition, as either (i) financial liabilities at FVTPL or (ii) financial liabilities not at FVTPL. The Group only have financial liabilities not at FVTPL. All financial liabilities are recognised initially at fair value net of directly attributable transaction costs.

Financial liabilities that not carried at FVTPL

After initial recognition, financial liabilities that are not carried at FVTPL such as interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised and through the amortisation process.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Financial liabilities (Cont'd)

De-recognition

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

The Group's financial liabilities include trade and other payables.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a first-in, first-out basis, and includes all costs in bringing the inventories to their present location and condition.

Provision is made for obsolete, slow-moving and defective inventories in arriving at the net realisable value.

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

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, bank deposits maturing within 3 months and highly liquid investments which are readily convertible to cash and which are subject to insignificant risk of change in value.

Provisions

Provisions are recognised when the Group 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 obligations and a reliable estimate can be made of the amount of the obligation. Present obligations arising from onerous contracts are recognised as provisions.

The Group reviews the provisions annually and where in its opinion, the provision is inadequate or excessive, due adjustment is made.

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. Where discounting is used, the increase in the provision due to the passage of the time is recognised as finance costs.

Employee benefits

Salaries and wages are net of the government grants.

Defined contribution plans

The Group participates in the Central Provident Fund ("CPF") scheme, a defined contribution plan regulated and managed by the Government of Singapore, which applies to the majority of the employees. The contributions to CPF are charged to profit or loss in the period to which the contributions relate.

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 the reporting period.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets subject to impairment are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

If it is not possible to estimate the recoverable amount of the individual asset, then the recoverable amount of the cash-generating unit to which the assets belong will be identified.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment, and some are tested at cash-generating unit level.

Individual assets or cash-generating units are tested for impairment at least annually. All individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the assets or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of fair value, reflecting market conditions less costs to sell and value-in-use, based on an internal discounted cash flow evaluation.

All assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist.

Any impairment loss is charged to profit or loss unless it reverses a previous revaluation in which case it is charged to equity.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

Revenue recognition

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or extending a service to the customer, which is when the customer obtains control of the good or derived benefits from the usage of the service. A performance obligation may be satisfied at a point in time or over time. If a performance obligation is satisfied over time, the revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that performance obligation. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Revenue recognition (Cont'd)

Revenue is recognised as follows:

- (a) Fruit machines
Income from operation of fruit machines is recognised as and when the machines are utilised and is net of jackpot lottery duty, goods and services tax and jackpot winnings.
- (b) Membership
Income from membership subscription is recognised on a straight-line basis over the membership term.
- (c) Rental
Rental income from operating leases is recognised on a straight-line basis over the lease term.
- (d) Club facilities and gym
Income from the booking of the club facilities and utilisation of gym is recognised upon utilisation of the facilities.
- (e) Commission
Income from commission is recognised when the services are rendered and complete.
- (f) Courses and programmes
Income from courses and programmes is recognised when the services are rendered and complete.
- (g) Golf tournaments, green fees and buggy rentals
Income from golf tournaments is recognised after the tournaments are held. Income from green fees and buggy rentals is recognised upon play at golf game.
- (h) Media and entertainment
Income from media and entertainment relates to the provision of media and entertainment services, including sale of advertising air-time and contra air-time.

Income from media and entertainment is recognised at the point when the services are rendered and complete, and over time based on the service periods and stages of completion of contract. Income from sale of advertising air-time is recognised at the time of transmission. Contra air-time relates to the transaction to provide air-time in exchange for receiving services from customers and is recognised at a point in time.
- (i) Driving range
Income from driving range is recognised at a point in time upon the top-up value of the cards used for purchase of golf balls.
- (j) Subscription fees
Income from subscription is recognised over the subscription periods.
- (k) Interest
Interest income is recognised on a time-proportion basis using the effective interest method.
- (l) Government grants
Government grants are recognised as a receivable at their fair value where there is reasonable assurance that the grant will be received and attaching conditions will be complied with. When the grant relates to an expense item, it is recognised in the statement of profit or loss over the period necessary to match them on a systematic basis to the costs that it is intended to compensate.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Leases

(i) The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

(a) Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if it is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that trigger those lease payments.

For all contracts that contain both lease and non-lease components, the Group has elected to not separate lease and non-lease components and account these as one single lease component.

The lease liabilities are presented as a separate line item in the statement of financial position.

The lease liability is subsequently measured at amortised cost, by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (with a corresponding adjustment to the related right-of-use asset or to profit or loss if the carrying amount of the right-of-use asset has already been reduced to nil) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Leases (Cont'd)

(i) The Group as lessee (Cont'd)

(b) *Right-of-use asset*

The right-of-use asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under FRS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Depreciation on right-of-use assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset, as follows:

Clubhouses	: over lease term of 3 years
Office premises and equipment	: over lease term of 2 to 5 years
Land use rights	: over lease term of 3 to 32 years

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line item in the statement of financial position.

The Group applies FRS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

(ii) The Group as lessor

Generally, the accounting policies applicable to the Group as a lessor in the comparative period were not different from FRS 116, except for the classification of the sublease entered into that resulted in a finance lease classification.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices. If an arrangement contains lease and non-lease components, then the Group applies FRS 115 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in FRS 109 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of an asset or liability in a transaction that is not a business combination and affects neither accounting or taxable profit or loss at the time of the transaction.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in the profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity.

Government grants

Government grants are received to subsidise both operating and capital expenses. They are recognised as a receivable at their fair value when there is reasonable assurance that the grants will be received and that the attaching conditions will be complied with.

Government grants received by the Group were for:

- (i) the rental subvention of the leases of premises;
- (ii) operating activities of SDE;
- (iii) construction costs of the 1st Tee golf course and development of additional recreational, social and sports facilities;
- (iv) development costs of SAFRA Punggol and SAFRA Choa Chu Kang; and
- (v) the initial set-up and management of Sealand Villa.

When the grants relate to an expense item, they are recognised in the profit or loss over the period necessary to match them on a systematic basis to the costs that they are intended to compensate.

Government grants related to capital assets including rental subvention relating to right-of-use assets, are deducted in arriving at the carrying amount of the related assets and are recognised in profit or loss over the depreciation period of the related assets by way of a reduced depreciation charge.

Building/extension fund

Building/extension fund relates to accumulated surplus set aside for the future expansion of the Group and building improvements to the clubs. The fund is accumulated from the Group's surpluses, and its quantum is determined after taking into account the planned expansion/building improvements, financial and cash flow positions of the Group. When this fund is utilised, it is transferred from the building/extension fund to accumulated surplus.

Sinking fund

Sinking fund relates to accumulated surplus set aside for cyclical repairs and maintenance works to the clubs. The fund is accumulated from the Group's surpluses, and its quantum is determined after taking into account the planned cyclical repairs and maintenance works. When this fund is utilised, it is transferred from the sinking fund to accumulated surplus.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Sinking fund

Sinking fund relates to accumulated surplus set aside for cyclical repairs and maintenance works to the clubs. The fund is accumulated from the Group's surpluses, and its quantum is determined after taking into account the planned cyclical repairs and maintenance works. When this fund is utilised, it is transferred from the sinking fund to accumulated surplus.

Development fund

Development fund relates to monies received from corporations/sponsors for life membership of NSRCC and from donors who make initial outright contributions to the development of the 27-hole golf courses located at Changi golf course and the 18-hole golf courses located at Kranji golf course.

The Group recognises such contributions over the remaining period of the respective golf courses, clubhouses and bungalows to match the related depreciation expense.

Functional currencies

Functional and presentation currency

Items included in the financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates ("functional currency"). The financial statements of the Group are presented in Singapore dollar, which is also the functional currency of the Group.

Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency translation differences from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the end of the reporting period are recognised in profit or loss.

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

There are no transactions entered into by the Group which is denominated in foreign currencies.

Related parties

A related party is defined as follows:

- (a) A person or close member of that person's family is related to the Group if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group.
- b) An entity is related to the Group if any of the following conditions applies:
 - (i) the entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) both entities are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group. If the Group is itself such a plan, the sponsoring employers are also related to the Group;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or

NOTES TO THE FINANCIAL STATEMENTS

2(d) Material accounting policy information (Cont'd)

Related parties (Cont'd)

(viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity

Related parties refer to MINDEF and SRCC Pte Ltd, a subsidiary within SAFRA.

One of the divisions of the Group namely, SAFRA Headquarters and Clubs, entered into joint management agreements with external parties under which SAFRA Headquarters and Clubs and the external parties would jointly manage the operation. The jointly managed operations are considered to be related parties to the Group.

3 Income

The Group derives income from transfer of goods and services over time and at a point in time as follows:

	2026			2025		
	At a point in time	Over time	Total	At a point in time	Over time	Total
	\$	\$	\$	\$	\$	\$
Income						
Fruit machines	11,546,455	-	11,546,455	11,556,526	-	11,556,526
Membership	2,560	12,082,360	12,084,920	2,640	13,007,751	13,010,391
Rental and booking of facilities	11,689,237	30,338,576	42,027,813	15,202,910	25,957,618	41,160,528
Gym	43,712	6,942,650	6,986,362	36,456	6,000,482	6,036,938
Commission	103,831	-	103,831	690,295	-	690,295
Courses and programmes	487,715	3,141,499	3,629,214	529,066	3,086,124	3,615,190
Golf tournaments, green fees and buggy rental	11,777,833	-	11,777,833	11,271,529	-	11,271,529
Media and entertainment	11,988,947	21,396,917	33,385,864	4,798,249	20,529,280	25,327,529
Driving range	490,357	-	490,357	330,642	-	330,642
Subscription fees	-	4,704,381	4,704,381	-	4,568,983	4,568,983
	48,130,647	78,606,383	126,737,030	44,418,313	73,150,238	117,568,551

NOTES TO THE FINANCIAL STATEMENTS

4 Property, plant and equipment

The Group	Clubhouses, bungalows, building improvements and renovation	Driving range, golf course and improvements	Clubhouse related equipment	Golf machinery and equipment	Sea sports centre and related equipment	Transmission, studio and production equipment	Office equipment, furniture and fittings and computers	Construction- in-progress	Total
Cost	\$	\$	\$	\$	\$	\$	\$	\$	\$
At 1 April 2024	250,048,688	55,153,133	15,693,112	8,737,063	4,895,220	4,927,880	27,705,741	6,321,145	373,481,982
Grant received	(2,347,532)	-	(75,468)	-	-	-	(92,828)	(38,090,000)	(40,605,828)
Additions	1,513,077	-	1,096,241	75,244	-	625,352	1,878,799	59,300,406	64,489,119
Disposals	(318,068)	(280,093)	(1,111,708)	(176,079)	-	(18,960)	(1,408,310)	-	(3,313,218)
Transfers	1,434,334	-	49,965	-	-	-	1,247,159	(2,731,458)	-
At 31 March 2025	250,330,499	54,873,040	15,652,142	8,636,228	4,895,220	5,534,272	29,330,561	24,800,093	394,052,055
Grant received	(1,852,758)	-	-	-	-	-	-	(90,283,428)	(92,136,186)
Additions	2,575,418	-	996,101	2,535,596	-	564,201	2,020,711	86,639,178	95,331,205
Disposals	(592,431)	-	(814,645)	(1,574,066)	-	(1,551,856)	(1,812,653)	(1,518,218)	(7,863,869)
Transfers	2,749,190	-	316,930	-	-	-	443,716	(3,509,836)	-
At 31 March 2026	253,209,918	54,873,040	16,150,528	9,597,758	4,895,220	4,546,617	29,982,335	16,127,789	389,383,205
Accumulated depreciation									
At 1 April 2024	167,958,377	43,040,075	13,694,591	7,836,020	4,895,220	3,595,714	22,586,178	-	263,606,175
Depreciation	8,363,385	1,651,657	1,083,346	333,145	-	528,520	2,243,109	-	14,203,162
Disposals	(309,956)	(280,093)	(1,109,458)	(175,434)	-	(17,503)	(1,402,052)	-	(3,294,496)
At 31 March 2025	176,011,806	44,411,639	13,668,479	7,993,731	4,895,220	4,106,731	23,427,235	-	274,514,841
Depreciation	8,645,336	1,651,656	914,610	451,911	-	583,059	2,227,324	-	14,473,896
Disposals	(592,418)	-	(809,607)	(1,573,188)	-	(1,550,922)	(1,466,913)	-	(5,993,048)
Reclass	14,940	-	-	-	-	-	(14,940)	-	-
At 31 March 2026	184,079,664	46,063,295	13,773,482	6,872,454	4,895,220	3,138,868	24,172,706	-	282,995,689
Net book value									
At 31 March 2026	69,130,254	8,809,745	2,377,046	2,725,304	-	1,407,749	5,809,629	16,127,789	106,387,516
At 31 March 2025	74,318,693	10,461,401	1,983,663	642,497	-	1,427,541	5,903,326	24,800,093	119,537,214

The cost of the Property, plant and equipment as at 31 March 2025 and 31 March 2026 of \$394,052,055 and \$389,383,205 respectively, is presented net of accumulated grant received from MINDEF amounting to \$215,311,230 and \$307,447,416 respectively. Depreciation during the year ended 31 March 2026 includes \$125,590 (2025 \$-) utilised from Sinking fund (Note 12).

NOTES TO THE FINANCIAL STATEMENTS

4 Property, plant and equipment (Cont'd)

The Association	Clubhouses, bungalows, building improvements and renovation	Driving range, golf course and improvements	Clubhouse related equipment	Golf machinery and equipment	Sea sports centre and related equipment	Transmission, studio and Production Equipment	Office equipment, Furniture and fittings and Computers	Construction- in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost									
At 1 April 2024	249,984,388	55,153,133	15,693,112	8,737,063	4,895,220	4,927,880	27,571,490	6,321,144	373,283,430
Grant received	(2,347,532)	-	(75,468)	-	-	-	(92,829)	(38,090,000)	(40,605,829)
Additions	1,513,077	-	1,096,241	75,244	-	625,352	1,868,365	59,300,406	64,478,685
Disposals	(318,068)	(280,093)	(1,111,708)	(176,079)	-	(18,960)	(1,397,588)	-	(3,302,496)
Transfers	1,434,334	-	49,965	-	-	-	1,247,159	(2,731,458)	-
At 31 March 2025	250,266,199	54,873,040	15,652,142	8,636,228	4,895,220	5,534,272	29,196,597	24,800,092	393,853,790
Grant received	(1,852,758)	-	-	-	-	-	-	(90,283,428)	(92,136,186)
Additions	2,575,418	-	996,101	2,535,596	-	564,201	2,011,175	86,639,178	95,321,669
Disposals	(592,431)	-	(814,645)	(1,574,066)	-	(1,551,856)	(1,799,362)	(1,518,218)	(7,850,578)
Transfers	2,749,190	-	316,930	-	-	-	443,716	(3,509,836)	-
At 31 March 2026	253,145,618	54,873,040	16,150,528	9,597,758	4,895,220	4,546,617	29,852,126	16,127,788	389,188,695
Accumulated depreciation									
At 1 April 2024	167,894,077	43,040,075	13,694,591	7,836,020	4,895,220	3,595,714	22,458,403	-	263,414,100
Depreciation	8,363,385	1,651,657	1,083,346	333,145	-	528,520	2,237,765	-	14,197,818
Disposals	(309,956)	(280,093)	(1,109,458)	(175,434)	-	(17,503)	(1,391,330)	-	(3,283,774)
At 31 March 2025	175,947,506	44,411,639	13,668,479	7,993,731	4,895,220	4,106,731	23,304,838	-	274,328,144
Depreciation	8,645,336	1,651,656	914,610	451,911	-	583,059	2,221,980	-	14,468,552
Disposals	(592,418)	-	(809,607)	(1,573,188)	-	(1,550,922)	(1,453,622)	-	(5,979,757)
Reclass	14,940	-	-	-	-	-	(14,940)	-	-
At 31 March 2026	184,015,364	46,063,295	13,773,482	6,872,454	4,895,220	3,138,868	24,058,256	-	282,816,939
Net book value									
At 31 March 2026	69,130,254	8,809,745	2,377,046	2,725,304	-	1,407,749	5,793,870	16,127,788	106,371,756
At 31 March 2025	74,318,693	10,461,401	1,983,663	642,497	-	1,427,541	5,891,759	24,800,092	119,525,646

The cost of the Property, plant and equipment as at 31 March 2025 and 31 March 2026 of \$393,853,790 and \$389,188,695 respectively, is presented net of the accumulated grant received from MINDEF amounting to \$215,311,230 and \$307,447,416 respectively. Depreciation during the year ended 31 March 2026 includes \$125,590 (2025 \$-) utilised from Sinking fund (Note 12).

NOTES TO THE FINANCIAL STATEMENTS

5 Right-of-use assets

The Group and The Association	Clubhouses \$	Office premises and equipment \$	Land use rights \$	Total \$
Cost				
At 1 April 2024	5,836,795	9,287,002	12,143,077	27,266,874
Additions	-	4,461,388	-	4,461,388
Grant received	(5,975,371)	(2,792,922)	-	(8,768,293)
Disposal	-	(456,609)	-	(456,609)
Modifications to lease terms	18,662,887	1,001,612	-	19,664,499
Differential attributable to interest component	-	196,293	-	196,293
Provision for Reinstatement	-	227,969	-	227,969
At 31 March 2025	18,524,311	11,924,733	12,143,077	42,592,121
Additions	862,006	776,049	7,342,072	8,980,127
Grant received	(6,208,513)	(2,602,575)	(1,637,292)	(10,448,380)
Disposal	-	(6,178,887)	-	(6,178,887)
Provision for Reinstatement	-	110,116	-	110,116
At 31 March 2026	13,177,804	4,029,436	17,847,857	35,055,097
Accumulated amortisation				
At 1 April 2024	3,511,453	4,187,366	9,149,854	16,848,673
Amortisation	896,204	1,449,504	251,420	2,597,128
Disposal	-	(359,651)	-	(359,651)
At 31 March 2025	4,407,657	5,277,219	9,401,274	19,086,150
Amortisation	907,857	1,309,848	271,186	2,488,891
Disposal	-	(6,178,887)	-	(6,178,887)
At 31 March 2026	5,315,514	408,180	9,672,460	15,396,154
Net book value				
At 31 March 2026	7,862,290	3,621,256	8,175,397	19,658,943
At 31 March 2025	14,116,654	6,647,514	2,741,803	23,505,971

Clubhouses

Included in clubhouses as at 31 March 2025 is a lease modification of \$18,662,887 arising from the renewal of the land leases for SAFRA Headquarters and Clubs with MINDEF for the period from 1 January 2025 to 31 December 2027.

The cost of the clubhouses also includes a reinstatement provision of \$2,200,000 relating to the relocation of leasehold properties at SAFRA Tampines.

Land use rights

NSRCC leases land for the Kranji and Changi Golf Courses, Changi Sea Sports Centre, Social and Recreation Hub, and Sealand Villa. Except for Sealand Villa, where the lease is for a period of eight years and rentals are payable annually in advance, the land leases were acquired through upfront lease premiums. Lease premiums, extensions and related land costs are partially or fully funded by MINDEF under the prevailing MINDEF-Related Organisation ("MRO") funding framework.

Major lease transactions comprise the extension of the Changi Golf Course lease to 2040, successive extensions of the Changi Sea Sports Centre lease to 2028, regularisation of the Kranji land lease, acquisition of the replacement land for the Social and Recreation Hub, and the lease of Sealand Villa from 1 January 2026 to 31 December 2033. MINDEF substantially or fully funded these lease costs, except for NSRCC's required co-sharing on selected lease premiums.

The cost of right-of-use assets as at 31 March 2025 and 31 March 2026 of \$42,592,121 and \$35,055,097, respectively, is presented net of accumulated grants received from MINDEF amounting to \$103,583,606 and \$114,031,987 respectively.

NOTES TO THE FINANCIAL STATEMENTS

6 Investment securities

The Group and The Association		
	2026	2025
	\$	\$
Financial assets at FVOCI		
<u>Non-current</u>		
Quoted bonds, notes and money market funds (Note 6.1)	59,510,825	27,245,827
Quoted equities, equity instruments (Note 6.2)	-	4,639,060
Financial instruments managed by fund managers (Note 6.3)	215,336,115	206,269,462
Total	274,846,940	238,154,349

6.1 Quoted bonds, notes and money market funds

	2026	2025
	\$	\$
At beginning of year	27,245,827	6,005,854
Fair value gain recognised through OCI	889,184	239,761
Additions	99,500,000	22,000,000
Redemption	(68,124,186)	(1,000,000)
Reversal of impairment during the year	-	212
At end of year	59,510,825	27,245,827

At the end of the reporting period, the fair value of quoted bonds, notes and money market funds which are denominated in Singapore dollar is \$59,510,825 (2025 - \$27,245,827). This comprises quoted bonds and notes of \$2,006,584 (2025 - \$1,999,800) and money market funds of \$57,504,241 (2025 - \$25,246,027).

The fair value of the quoted bond and notes as at 31 March 2026 is determined based on quoted bid prices on the stock exchange and over-the-counter market. The quoted bonds and notes have an effective interest rate of 3.00% (2025 - 3.00 %) per annum.

The fair value of the money market funds is determined based on the net asset value per unit. The money market funds do not carry a contractual interest rate.

The fair value adjustment reflects the gains and losses arising from changes in fair value of the quoted bonds, notes and money market funds which are recognised directly in reserves under "Fair value reserve", until the investments are being disposed of.

6.2 Quoted equities

	2026	2025
	\$	\$
At beginning of year	4,639,060	4,421,347
Disposal	(4,554,468)	
Fair value (loss)/gain recognised through OCI	(84,592)	217,713
At end of year	-	4,639,060

At the end of the reporting period, the fair value of quoted equities which are denominated in Singapore dollar is \$- (2025 - \$4,639,060). The fair value of the quoted equities is determined based on quoted bid prices on the stock exchange and over-the-counter market. The fair value adjustment reflects the gains and losses arising from changes in fair value of the quoted equities are recognised directly in reserves under "Fair value reserve".

NOTES TO THE FINANCIAL STATEMENTS

6 Investment securities (Cont'd)

6.3 Financial instruments managed by fund managers

The Group placed \$193,400,000 (2025 - \$183,400,000) with fund managers, Lion Global Investors Limited and Amova Asset Management Asia Limited (formerly known as Nikko Asset Management Asia Limited) as at reporting date. The fund managers are given discretionary powers within certain guidelines to invest the funds. The investment agreements will expire on 13 December 2028, 30 September 2029, and 14 August 2030.

	2026 \$	2025 \$
At beginning of year	206,269,462	187,723,821
Funds placed by fund manager	10,000,000	14,242,422
Investment income from fund managers	2,635,614	5,314,539
Addition - Unsettled trade	-	1,372,617
Management fee	(718,481)	(1,092,581)
Reversal of prior year unsettled trades	(1,372,617)	(5,480,284)
Fund withdrawn from fund manager (LGI)	-	(5,000,000)
Fund placed with fund managers (Amova)	-	5,000,000
Fair value (loss)/gain recognised through OCI		
- Equity instruments, quoted equities	(3,548,261)	4,124,372
- Debt instruments, quoted fixed income bonds	2,146,510	820,217
Impairment loss recognised	(76,112)	(19,755)
Proceeds from maturity of bond instrument	-	(735,906)
At end of year	215,336,115	206,269,462

At the end of the reporting period, investments managed by fund managers, which are denominated in Singapore dollar, included the following:

	2026 \$	2025 \$
Equity instruments, quoted equities	56,476,183	49,705,060
Debt instruments, quoted fixed income bonds	153,278,207	144,659,298
Cash and cash equivalents	4,419,836	11,204,822
Receivables	1,161,889	700,282
	215,336,115	206,269,462

The fair value of the above mentioned funds as at 31 March 2026 is determined based on market value of the underlying investments obtained from the brokers and bankers.

7 Investment in a subsidiary

	2026 \$	2025 \$
The Association		
Unquoted equity shares, at cost	100,000	100,000

This represents investment in 100% (2025 - 100%) of the share capital of SRCC Pte Ltd, a company incorporated and operating in the Republic of Singapore. The principal activity of the subsidiary is to provide administrative and general support services to SAFRA. The subsidiary is audited by PKF-CAP LLP.

NOTES TO THE FINANCIAL STATEMENTS

8 Trade and other receivables

		The Group		The Association	
		2026	2025	2026	2025
		\$	\$	\$	\$
Trade receivables					
- third parties		4,699,934	5,118,241	4,699,934	5,118,241
- related organisation		4,440,134	6,242,079	4,440,134	6,242,079
Total trade receivables		9,140,068	11,360,320	9,140,068	11,360,320
Less: Loss allowance					
- At beginning of year		-	(111,676)	-	(111,676)
- Reversal of impairment		-	111,676	-	111,676
- At end of year		-	-	-	-
Net trade receivables	(i)	9,140,068	11,360,320	9,140,068	11,360,320
Interest receivables		401,860	1,009,210	401,860	1,009,210
Sponsorship receivables for bungalows		87,200	88,719	87,200	88,719
Deposits		2,114,997	2,172,917	2,114,997	2,172,917
Amount owing from related organisations - non-trade		922,693	533,355	922,693	533,355
Other sundry receivables		1,723,160	1,964,800	1,722,913	1,964,800
Total other receivables	(ii)	5,249,910	5,769,001	5,249,663	5,769,001
Subtotal, at amortised cost (Note 31.1)	(i)+(ii)	14,389,978	17,129,321	14,389,731	17,129,321
Contract assets		118,293	889,692	118,293	889,692
Prepayments		2,123,183	1,287,479	2,122,583	1,285,679
Others		116,893	117,425	116,893	117,425
Total trade and other receivables		16,748,347	19,423,917	16,747,500	19,422,117

No interest is charged on trade receivables for the first 30 days from the date of the invoice. Thereafter, interest is charged up to 2% per month or \$3, whichever is higher on the outstanding balance.

The non-trade amount owing from related organisations are unsecured, interest-free and repayable on demand. The related organisations refer to MINDEF and the jointly managed operation.

Other sundry receivables relate mainly to deferred rent-free periods to be amortised over the lease period.

At the end of the reporting period, the carrying amounts of trade and other receivables, which are denominated in Singapore dollar, approximated their fair values.

NOTES TO THE FINANCIAL STATEMENTS

9 Fixed deposits

	2026	2025
The Group and The Association	\$	\$
Fixed deposits		
- Maturing in more than 3 months		
- Pledged	1,296,322	1,277,340
- Not-pledged	33,600,000	29,000,000
	34,896,322	30,277,340
- Maturing within 3 months (Note 10)		
- Pledged	730,304	728,585
- Not-pledged	28,435,425	59,561,098
	29,165,729	60,289,683
	64,062,051	90,567,023

At the end of the reporting period, the carrying amounts of fixed deposits, which are denominated in Singapore dollar, approximated their fair values.

Included in fixed deposits is an amount of \$2,026,626 (2025 - \$2,005,925) pledged to banks as security for the use of corporate credit card and rental deposit and for banker's guarantee for broadcasting licence, utility security deposits as well as for the upgrading of Kranji Golf Course renovation project and the development of Social & Recreation projects.

The fixed deposits are placed with major banks in Singapore. The fixed deposits earn a weighted effective interest rate of 1.22% (2025 - 2.55%) per annum which mature on varying dates between the earliest, 2 April 2026 (2025 - 2 April 2025) and the latest, 25 March 2027 (2025 - 5 January 2026).

Fixed deposits that mature less than three months from the end of reporting period are classified as part of cash and cash equivalents.

10 Cash and bank balances

	2026	2025
The Group and The Association	\$	\$
Cash at banks	30,666,650	33,224,809
Cash on hand	2,441,139	2,407,550
	33,107,789	35,632,359

At the end of the reporting period, the carrying amounts of cash and bank balances, which are denominated in Singapore dollar, approximated their fair values.

The Group

For the purpose of the consolidated statement of cash flows, the cash and cash equivalents comprise the following:

	2026	2025
	\$	\$
Cash and bank balances	33,107,789	35,632,359
Fixed deposits maturing within 3 months (Note 9)	29,165,729	60,289,683
	62,273,518	95,922,042
Less: Fixed deposits pledged (Note 9)	(730,304)	(728,585)
	61,543,214	95,193,457

NOTES TO THE FINANCIAL STATEMENTS

11 Building/extension fund

	2026	2025
	\$	\$
The Group and The Association		
At beginning and end of year	119,900,366	119,900,366

This relates to accumulated surplus set aside for the future expansion of the Group and building improvements to the clubs.

12 Sinking fund

	2026	2025
	\$	\$
The Group and The Association		
At beginning of the year	23,866,983	23,866,983
Transfer from accumulated surplus (Note 14)	20,000,000	-
Transfer to accumulated surplus (Note 14)	(961,106)	-
At the end of the year	42,905,877	23,866,983

Expenditure

	2026	2025
	\$	\$
Replacement of swimming pool system	273,700	-
Painting works	139,600	-
Waterproofing works	67,317	-
Swimming pool refurbishment	66,000	-
Depreciation	125,590	-
Others	288,899	-
	961,106	-

Assets purchased with sinking fund

	2026	2025
	\$	\$
Cost at beginning of year	-	-
Addition	1,514,365	-
Cost at end of year	1,514,365	-
Accumulated depreciation at beginning of the year	-	-
Depreciation during the year	125,590	-
Accumulated depreciation at end of the year	125,590	-
Net book value at beginning of the year	-	-
Net book value at end of the year	1,388,775	-

In line with guidance issued by the Defence Finance Organisation, the Group has established a dedicated Sinking fund reserve to support the funding of cyclical repair and maintenance works, as well as other long-term capital investment requirements. During the financial year, \$20 million was transferred from accumulated surplus to the Sinking fund reserve. In addition, \$961,106 was transferred from the Sinking Fund Reserve to accumulated surplus in respect of sinking fund expenditure incurred during the year.

NOTES TO THE FINANCIAL STATEMENTS

13 Fair value reserve

	2026	2025
The Group and The Association	\$	\$
At beginning of year	11,600,683	10,094,907
Financial assets at FVOCI		
- Fair value (loss)/gain, equity instruments	(3,632,853)	4,342,085
- Fair value gain, debt instruments	3,035,694	1,059,978
- Realised gain on debt instruments reclassified to profit or loss	(2,664,778)	(809,486)
- Realisation of fair value reserve (Note 14)	(2,546,421)	(3,086,801)
At end of year	5,792,325	11,600,683

Fair value reserve represents the cumulative fair value changes of financial assets at FVOCI held as at the end of the reporting period.

14 Accumulated surplus

	The Group		The Association	
	2026	2025	2026	2025
	\$	\$	\$	\$
At beginning of year	251,491,758	240,286,043	251,422,254	240,216,379
Net surplus for the year	1,933,564	8,118,914	1,932,821	8,119,074
Transfer from fair value reserve (Note 13)	2,546,421	3,086,801	2,546,421	3,086,801
Transfer from sinking fund (Note 12)	961,106	-	961,106	-
Transfer to sinking fund (Note 12)	(20,000,000)	-	(20,000,000)	-
At end of year	236,932,849	251,491,758	236,862,602	251,422,254

15 Contract liabilities

	2026	2025
The Group and The Association	\$	\$
Current portion - maturing within 12 months		
- Membership fees received in advance	12,774,323	12,945,920
- Bungalows fees received in advance	570,056	549,833
- Advance billings	2,802,442	3,161,349
- Receipts in advance	1,195,389	1,007,584
	17,342,210	17,664,686
Non-current portion - maturing after 12 months		
- Membership fees received in advance	26,589,727	27,933,402
- Others	68,732	71,381
	26,658,459	28,004,783
Total	44,000,669	45,669,469

Contract liabilities are recognised as revenue when the Group fulfils its performance obligation under the contract with the customers. The details are as follows:

	2026	2025
	\$	\$
Revenue recognised that was included in contract liabilities at beginning of year	17,664,686	17,262,819

NOTES TO THE FINANCIAL STATEMENTS

16 Lease liabilities

	2026	2025
The Group and The Association	\$	\$
Undiscounted lease payments due:		
- Year 1	10,088,509	9,568,081
- Year 2	1,691,850	8,424,599
- Year 3	1,055,327	583,259
- Year 4	1,055,327	-
- Year 5	1,055,327	-
- Over 5 years	1,824,000	-
	16,770,340	18,575,939
Less: Unearned interest	(1,809,117)	(1,087,314)
Lease liabilities	14,961,223	17,488,625
Presented as:		
- Current	9,012,128	8,772,545
- Non-current	5,949,095	8,716,080
	14,961,223	17,488,625

The Group leases clubhouses, office premises and equipment (Note 5). It makes monthly lease payments for usage of clubhouses, office premises and equipment under leasing agreement for office and operations purposes.

Total cash outflows (including interest paid) for all leases in the year amount to \$3,880,689 (2025 - \$ 4,488,065).

The Group's lease liabilities are secured by the lessors' title to the leased assets. There are no externally imposed covenants on these clubhouses, office premises and equipment lease arrangements.

Rental expenses not capitalised in lease liabilities but recognised within "short-term lease and equipment hire expenses" in profit or loss are set out below:

	2026	2025
The Group and The Association	\$	\$
Short-term leases	136,080	132,840
Leases of low-value assets	15,588	15,588

As at 31 March 2026, the Group's short-term leases and low value assets commitments at the reporting date under non-cancellable operating leases contracted for but not recognised as liabilities, are as follows:

	2026	2025
	\$	\$
Short-term leases:		
- Not later than one year	136,080	136,080
Leases of low value assets:		
- Not later than one year	15,588	15,588
- Later than one year and not later than five years	24,136	39,724
	175,804	191,392

NOTES TO THE FINANCIAL STATEMENTS

17 Development fund

	2026 \$	2025 \$
The Group and The Association		
For the financial year ended:		
31 March 1993	15,688,270	15,688,270
31 March 1994	5,230,000	5,230,000
31 March 1995	1,210,723	1,210,723
31 March 1996 to 2001	1,483,585	1,483,585
31 March 2002	7,048,544	7,048,544
31 March 2003	2,211,877	2,211,877
31 March 2004	5,350,000	5,350,000
31 March 2005	2,547,619	2,547,619
31 March 2008	262,500	262,500
	41,033,118	41,033,118

This relates to monies received from corporations/sponsors for life membership of the Group and from donors who make initial outright contribution to the development of the golf courses located at Changi Golf Course & Club House and the golf courses located at Kranji Sanctuary Golf Course.

They are included in non-current liabilities, except those that would be amortised less than 12 months after the financial position date which are classified as current liabilities.

The movements in the development fund account are as follows:

	Corporate membership \$	Sponsorships/ donations for golf courses at Changi Coast Walk \$	Sponsorships/ donations for golf courses at Kranji \$	Total \$
Contributions received				

At 1 April 2024, 31 March 2025 and 31 March 2026	12,059,721	11,973,397	17,000,000	41,033,118
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Accumulated amortisation

At 31 March 2024	12,059,712	11,973,397	12,734,228	36,767,337
Amortisation	-	-	641,510	641,510
At 31 March 2025	12,059,712	11,973,397	13,375,738	37,408,847
Amortisation	-	-	641,510	641,510
At 31 March 2026	12,059,712	11,973,397	14,017,248	38,050,357

Net book value

At 31 March 2026	9	-	2,982,752	2,982,761
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At 31 March 2025	9	-	3,624,262	3,624,271
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	2026 \$	2025 \$
Development fund comprises:		
- maturing within 12 months	641,510	641,510
- maturing later than 12 months	2,341,251	2,982,761
	2,982,761	3,624,271

NOTES TO THE FINANCIAL STATEMENTS

18 Deferred capital grant

	2026	2025
	\$	\$
The Group and The Association		
At the beginning of year	6,620,000	6,845,477
Capital grants recognised during the year	-	89,528
Direct deduction of grant assets	-	(315,005)
At the end of year	6,620,000	6,620,000

This represents grant received from MINDEF for SDE's establishment of operational capabilities such as new office premises, media production equipment and musical instruments

The deferred capital grant is recognised in the profit or loss over the periods necessary to match them on a systematic basis, to the costs, which it is intended to compensate.

19 Deferred operating grant

This represents upfront operating grant received from the Ministry of Defence ("MINDEF") for the Group's management of the SAF Resort with effect from 1 January 2026. The Resort was rebranded as Sealand Villa and officially re-opened on 8 January 2026.

	2026	2025
	\$	\$
Balance at the beginning of the year	-	-
Operating grant received during the year	2,428,000	-
Grant realised during the year (Note A)	(722,545)	-
Balance at the end of the year	1,705,455	-

Note A - Grant realised during the year:

	2026	2025
	\$	\$
One-time set up grant - Sealand Villa	240,545	-
Service Provision fees – Sealand Villa	425,000	-
Rental of 3 units of Changi Bungalow	57,000	-
	722,545	-

The deferred operating grant is recognised in profit or loss systematically over the periods in which the related expenses are incurred.

NOTES TO THE FINANCIAL STATEMENTS

20 Trade and other payables

	The Group		The Association	
	2026	2025	2026	2025
	\$	\$	\$	\$
Trade payables - third parties	10,095,751	14,498,470	10,095,751	14,498,470
Trade payables - related organisations	-	1,961	-	1,961
Accrued operating expenses	15,846,701	16,999,658	15,657,939	16,822,109
Deposits received	9,164,158	8,896,515	9,164,158	8,896,515
Amount due to related parties - non trade	496,868	1,927,803	896,793	2,320,026
Other payables	1,194,642	2,624,429	1,194,642	2,624,429
Subtotal, at amortised cost	36,798,120	44,948,836	37,009,283	45,163,510
GST and other tax payables	954,202	354,115	954,202	354,115
Provision for un-utilised leave	1,881,509	1,804,419	1,829,824	1,752,751
Total trade and other payables	39,633,831	47,107,370	39,793,309	47,270,376

At the end of reporting period, the carrying amounts of trade and other payables, which are denominated in Singapore dollar, approximated their fair values.

The trade payables are normally on 30 days (2025 - 30 days) credit terms.

The non-trade amount due to related parties relates to services rendered which are unsecured, interest-free and repayable on demand.

21 Other gains – net

	2026	2025
	\$	\$
The Group		
Investment income, net	1,917,133	4,221,958
Reclassification of realised gain on disposal of debt instruments (Note 26)	2,664,778	809,486
Insurance recoverable	-	402,150
Gain from disposal of property, plant and equipment	173,019	-
Liquidated damages received from vendor	689,876	-
Share of profits from jointly managed operations	211,129	-
Others	630,268	548,956
	6,286,203	5,982,550

22 Employee benefits

	2026	2025
	\$	\$
The Group		
Salaries and wages	57,606,327	55,251,779
Employer's contribution to Central Provident Fund	8,077,005	7,191,875
Other staff benefits	10,561,362	9,375,775
	76,244,694	71,819,429

NOTES TO THE FINANCIAL STATEMENTS

22 Employee benefits (Cont'd)

Key management personnel compensation (included above) for the financial year is as follows:

	2026 \$	2025 \$ (Reclassified)
Salaries and other short-term employee benefits	5,741,833	5,471,010
Employer's contribution to Central Provident Fund	344,783	355,638
	6,086,616	5,826,648

During the financial year, the Group revised its definition of Key Management Personnel ("KMP"). With effect from FY2026, KMP comprises Directors and employees holding positions at Director level and above who have the authority and responsibility for planning, directing and controlling the activities of the Group.

Accordingly, the comparative KMP remuneration disclosure for FY2025 has been re-presented to conform with the current year's presentation.

23 Others

This comprises expenses for programmes, courses, service quality, insurance premiums, printing and stationery, transport, allowances and expendable assets and other expenses.

24 Operating grants from MINDEF

	2026 \$	2025 \$
The Group		
Operating grants relating to:		
- operating activities	20,160,000	18,942,078
- Initial set-up grant and operations of Sealand Villa	722,545	-
	20,882,545	18,942,078

25 Income tax

The Group

The income tax expense relates to the tax attributable to the net profit of the Association's subsidiary, SRCC Pte Ltd. The Association is not subject to income tax under the provisions of the First Schedule of the Income Tax Act, 1947.

(a) Income tax expense

	2026 \$	2025 \$
Current income tax	5,838	5,930
Overprovision in respect of prior years	(1,907)	-
	3,931	5,930

NOTES TO THE FINANCIAL STATEMENTS

25 Income tax (Cont'd)

(a) Income tax expense (Cont'd)

The tax expense on surplus differs from the amount that would arise using the Singapore statutory rate of income tax as explained below:

	2026	2025
	\$	\$
Surplus before income tax	1,937,495	8,124,844
Tax at statutory rate of 17% (2025 - 17%)	329,374	1,381,222
Effects of:		
- Surplus of the Association not subject to tax	(316,849)	(1,368,512)
- Statutory stepped income exemption	(6,687)	(6,780)
- Overprovision in respect of prior years	(1,907)	-
	3,931	5,930

(b) Movements in current tax payable

	2026	2025
	\$	\$
At beginning of year	6,870	5,934
Income tax paid	(4,963)	(4,994)
Overprovision in respect of prior years	(1,907)	-
Tax expense for current financial year	5,838	5,930
At end of year	5,838	6,870

26 Other comprehensive income/(loss) after tax

Disclosure of tax effects relating to each component of other comprehensive income/(loss):

	2026		
	\$		
	Before tax	Tax expense	Net of tax
Financial assets at FVOCI			
- Fair value loss, equity instruments	(3,632,853)	-	(3,632,853)
- Fair value gain, debt instruments	3,035,694	-	3,035,694
- Reclassification to profit or loss, debt instruments	(2,664,778)	-	(2,664,778)
(Note 21)			
	2025		
	\$		
	Before tax	Tax expense	Net of tax
Financial assets at FVOCI			
- Fair value gain, equity instruments	4,342,085	-	4,342,085
- Fair value gain, debt instruments	1,059,978	-	1,059,978
- Reclassification to profit or loss, debt instruments	(809,486)	-	(809,486)
(Note 21)			

NOTES TO THE FINANCIAL STATEMENTS

27 Commitments

(a) Capital expenditure commitments

	2026 \$	2025 \$
The Group and The Association		
Approved and contracted for	166,172,900	237,538,985
Approved but not contracted for	8,534,872	10,709,739

(b) Operating lease commitments

Where the Group is a lessor

The Group leases its premises to third parties. The leases on which rentals are receivable will expire earliest on 15 April 2026 (2025 - 18 April 2025) and latest on 31 July 2030 (2025 - 01 February 2030). The current rental receivable on the leases range from \$50 to \$87,734 (2025 - \$50 to \$79,356) per month, which is subject to revision on renewal of the lease agreements.

The future minimum lease receivables under non-cancellable operating leases contracted for at the end of the reporting period but not recognised as receivables are as follows:

	2026 \$	2025 \$
The Group and The Association		
Not later than one year	21,787,789	21,997,069
Later than one year and not later than five years	20,053,318	19,461,528
	41,841,107	41,458,597

(c) Other commitments

Two divisions under the Group namely, NSRCC and SDE entered into various contracts for the purpose of:

- (i) golf course and facilities maintenance as well as daily operations; and
- (ii) cloud scheduling software licensing and maintenance services

The future aggregate minimum payment under non-cancellable agreements contracted for at the reporting date but not recognised as liability is as follows:

	2026 \$	2025 \$
The Group and The Association		
Not later than one year	144,748	91,596
Later than one year and not later than five years	52,974	-
	197,722	91,596

These payments represent amounts payable by the Group for services to be provided by vendors, including the maintenance of its premises, support for daily operations, and cloud-based scheduling software licensing and maintenance services. Such payments are negotiated for an average term of 1 to 3 years and are fixed for an average of 1 to 3 years.

NOTES TO THE FINANCIAL STATEMENTS

28 Related party transactions

The significant transactions between the Group and its related organisation are as follows:

	2026 \$	2025 \$
Jointly managed operation		
Rental income	2,218,490	2,187,582
Net share of profit/(loss)	196,803	(79,637)

The Group applies the exemption in paragraph 25 of FRS 24 and the Group is not required to disclose information about the transactions and outstanding balances, including commitments, with government related entities that has control or joint control of, or significant influence over the Group. During the financial year ended 31 March 2026, the Group had paid rental to MINDEF, received media and entertainment income and funding in respect of rental and operating grants from MINDEF. MINDEF had appointed the Group to manage the PREP4NS initiative.

29 Financial risk management objectives and policies

The Group and the Association are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks included credit risk, liquidity risk, interest rate risk and market price risk. The Group's and the Association's overall risk management programmes focus on the unpredictability of financial markets and seek to minimise adverse effects from the unpredictability of financial markets on the Group's and the Association's financial performances.

The Group and the Association do not hold or issue derivative financial instruments for trading purposes.

The SAFRA Management Committee provides principles for overall risk management, such as foreign exchange risk, liquidity risk, interest rate risk, credit risk, use of derivative and non-derivative financial instrument and investing excess liquidity. Risk management is carried out by the Group and the Association under these principles.

There has been no change to the Group's and the Association's exposure to these financial risks or the manner in which they manage and measure the risk. Market risk exposures are measured using sensitivity analysis indicated below.

29.1 Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the Group and the Association to incur a financial loss. The Group's and the Association's exposure to credit risk arises from cash and cash equivalents, debt instruments carried at FVOCI, deposits with banks and financial institutions, as well as trade and other receivables. The Group and the Association adopt the policy of dealing only with high credit quality counterparties.

The Group's and the Association's objective is to seek continual growth while minimising losses incurred due to increased credit risk exposure.

Exposure to credit risk

The Group and the Association have credit control policies in place and the exposure to credit risk is monitored on an on-going basis. They do not require collateral in respect of financial assets. As at the end of the reporting period, there were no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

The Group and the Association will assess whether there is a significant increase in credit risk by comparing the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. They consider reasonable and supportive forward-looking information such as internal and external credit rating and actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause significant change to the borrower's ability to meet its obligations.

NOTES TO THE FINANCIAL STATEMENTS

29 Financial risk management objectives and policies (Cont'd)

29.1 Credit risk (Cont'd)

Exposure to credit risk (Cont'd)

The Group and the Association determined that their financial assets are credit-impaired when:

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

The Group and the Association categorise a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group and the Association.

Impairment of financial assets

The Group and the Association have 2 types of financial assets that are subject to the expected credit loss model:

- Trade receivables, including amount owing by related organisations (trade); and
- Debt instruments at FVOCI.

While cash and cash equivalents and other receivables are also subject to the impairment requirements of FRS 109, they are considered to have low credit risk and the identified impairment loss was immaterial.

Trade receivables

The Group and the Association apply the FRS 109 simplified approach to measuring ECLs which uses a lifetime expected loss allowance for all trade receivables. To measure the ECLs, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The credit risk for financial assets is as follows:

(i) Financial assets that are neither past due nor impaired

Bank deposits are mainly deposits with banks with high credit-ratings assigned by international credit-rating agencies.

The trade and other receivables not past due are as follows:

	2026	2025
	\$	\$
The Group and The Association		
Current		
- Trade receivables	4,656,300	4,988,878
- Other receivables (exclude prepayments)	5,249,910	5,769,001

Trade and other receivables that are neither past due nor impaired are substantially from organisations or members with a good collection track record with the Group and the Association.

NOTES TO THE FINANCIAL STATEMENTS

29 Financial risk management objectives and policies (Cont'd)

29.1 Credit risk (Cont'd)

Trade receivables (Cont'd)

(ii) Financial assets that are past due but not impaired

The ageing analysis of trade receivables past due but not impaired is as follows:

31 March 2026	Trade receivables			Total \$
	Days past due			
	1-30	31-60	>60	
	days	days	days	
	\$	\$	\$	
Estimated total gross carrying amount at default	2,367,080	90,785	2,025,903	4,483,768
	2,367,080	90,785	2,025,903	4,483,768

31 March 2025	Trade receivables			Total \$
	Days past due			
	1-30	31-60	>60	
	days	days	days	
	\$	\$	\$	
Estimated total gross carrying amount at default	2,848,557	174,285	3,348,600	6,371,442
	2,848,557	174,285	3,348,600	6,371,442

Based on historical default rates, the Group and the Association believe that no impairment allowance is necessary in respect of trade receivables that are past due. These receivables arose mainly from organisations or members that have a good credit record with the Group and the Association.

(iii) There are no financial assets that are past due and impaired.

29.2 Liquidity risk

Liquidity risk is the risk that the Group and the Association will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

The Group's and the Association's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. They maintain sufficient level of cash and cash equivalents to meet working capital requirements.

The table below analyses the maturity profile of the Group's and the Association's financial liabilities based on contractual undiscounted cash flows:

The Group	Less than 1 year \$	Between 2 and 5 years \$	Over 5 years \$	Total \$
At 31 March 2026				
Trade and other payables	36,798,120	-	-	36,798,120
Lease liabilities	10,088,509	4,857,831	1,824,000	16,770,340
	46,886,629	4,857,831	1,824,000	53,568,460
At 31 March 2025				
Trade and other payables	44,948,836	-	-	44,948,836
Lease liabilities	9,568,081	9,007,858	-	18,575,939
	54,516,917	9,007,858	-	63,524,775

NOTES TO THE FINANCIAL STATEMENTS

29 Financial risk management objectives and policies (Cont'd)

29.2 Liquidity risk (Cont'd)

The Association

At 31 March 2026

Trade and other payables	37,009,283	-	-	37,009,283
Lease liabilities	10,088,509	4,857,831	1,824,000	16,770,340
	47,097,792	4,857,831	1,824,000	53,779,623

At 31 March 2025

Trade and other payables	45,163,510	-	-	45,163,510
Lease liabilities	9,568,081	9,007,858	-	18,575,939
	54,731,591	9,007,858	-	63,739,449

29.3 Interest rate risk

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

The Group's and the Association's exposure to interest rate risk arises primarily from their investments in financial assets and fixed deposits. The Group and the Association do not hedge their investments in financial assets as they have active secondary or resale markets to ensure liquidity.

In respect of interest-bearing financial assets, the following table indicates their effective interest rates at the statement of financial position:

	Note	Effective interest rate %	Total \$	Current \$	Non-current \$
As at 31 March 2026					
Financial assets					
Quoted bonds and notes	6.1	3.00	2,006,584	-	2,006,584
Quoted fixed income bonds managed by fund managers	6.3	3.56	153,278,207	-	153,278,207
Fixed deposits maturing after 3 months	9	1.37	34,896,322	34,896,322	-
Fixed deposits maturing within 3 months	9	1.09	29,165,729	29,165,729	-
			219,346,842	64,062,051	155,284,791

As at 31 March 2025

Financial assets

Quoted bonds and notes	6.1	3.00	1,999,800	-	1,999,800
Quoted fixed income bonds managed by fund managers	6.3	3.39	144,659,298	-	144,659,298
Fixed deposits maturing after 3 months	9	2.48	30,277,340	30,277,340	-
Fixed deposits maturing within 3 months	9	2.59	60,289,683	60,289,683	-
			237,226,121	90,567,023	146,659,098

Sensitivity analysis for interest rate risk

The Group and the Association has minimal exposure to interest rate and cash flow risk due to its limited holdings of monetary financial instruments bearing variable interest rates.

NOTES TO THE FINANCIAL STATEMENTS

29 Financial risk management objectives and policies (Cont'd)

29.4 Foreign currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises when transactions are denominated in foreign currencies.

The Group's and the Association's operational activities are carried out in Singapore dollar, which is the functional currency. There is no exposure to any risk arising from movements in foreign currencies exchange rates as the Group and the Association have no transactions in foreign currency.

29.5 Market price risk

Price risk is the risk that the value of a financial instrument will fluctuate due to changes in market prices.

The Group and the Association are exposed to market price risks arising from their investment securities classified as financial assets at FVOCI. The investment securities are held for strategic rather than trading purposes.

Market price sensitivity

At the end of the reporting period, if the investment securities portfolio had been 2% (2025 - 2%) higher/lower with all other variables held constant, the Group's and the Association's fair value reserve would have been \$5,385,304 (2025 - \$4,524,985) higher/lower, arising as a result of an increase/decrease in the fair value of financial assets classified as FVOCI.

The Group's and the Association's sensitivity to market prices have not changed significantly from the prior year.

30 Management of Group's funds

The Group's objectives when managing funds are:

- (a) To safeguard the Group's ability to continue as a going concern;
- (b) To support the Group's stability and growth; and
- (c) To provide funds for the purpose of strengthening the Group's risk management capability.

The Group actively and regularly reviews and manages its funds to ensure optimal structure taking into consideration the future fund requirements of the Group, capital efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

There were no changes in the Group's approach to funds management during the year.

The Group is not subject to externally imposed fund requirements.

NOTES TO THE FINANCIAL STATEMENTS

31 Financial instruments

31.1 Accounting classification of financial assets and financial liabilities

The carrying amounts of financial assets and financial liabilities in each category are as follows:

The Group	Note	FVOCI \$	At amortised cost \$	Total \$
At 31 March 2026				
Financial Assets				
Financial assets at FVOCI	6	269,265,215	5,581,725	274,846,940
Trade and other receivables	8	-	14,389,978	14,389,978
Fixed deposits	9	-	64,062,051	64,062,051
Cash and bank balances	10	-	33,107,789	33,107,789
		269,265,215	117,141,543	386,406,758
Financial Liabilities				
Trade and other payables	20		36,798,120	36,798,120
Lease liabilities	16		14,961,223	14,961,223
			51,759,343	51,759,343
At 31 March 2025				
Financial Assets				
Financial assets at FVOCI	6	226,249,245	11,905,104	238,154,349
Trade and other receivables	8	-	17,129,321	17,129,321
Fixed deposits	9	-	90,567,023	90,567,023
Cash and bank balances	10	-	35,632,359	35,632,359
		226,249,245	155,233,807	381,483,052
Financial Liabilities				
Trade and other payables	20		44,948,836	44,948,836
Lease liabilities	16		17,488,625	17,488,625
			62,437,461	62,437,461

NOTES TO THE FINANCIAL STATEMENTS

31 Financial instruments (Cont'd)

31.1 Accounting classification of financial assets and financial liabilities (Cont'd)

The Association	Note	FVOCI \$	At amortised cost \$	Total \$
At 31 March 2026				
Financial Assets				
Financial assets at FVOCI	6	269,265,215	5,581,725	274,846,940
Trade and other receivables	8	-	14,389,731	14,389,731
Fixed deposits	9	-	64,062,051	64,062,051
Cash and bank balances	10	-	33,107,789	33,107,789
		269,265,215	117,141,296	386,406,511

	Note		At amortised cost \$	Total \$
Financial Liabilities				
Trade and other payables	20		37,009,283	37,009,283
Lease liabilities	16		14,961,223	14,961,223
			51,970,506	51,970,506

The Association	Note	FVOCI \$	At amortised cost \$	Total \$
At 31 March 2025				
Financial Assets				
Financial assets at FVOCI	6	226,249,245	11,905,104	238,154,349
Trade and other receivables	8	-	17,129,321	17,129,321
Fixed deposits	9	-	90,567,023	90,567,023
Cash and bank balances	10	-	35,632,359	35,632,359
		226,249,245	155,233,807	381,483,052

	Note		At amortised cost \$	Total \$
Financial Liabilities				
Trade and other payables	20		45,163,510	45,163,510
Lease liabilities	16		17,488,625	17,488,625
			62,652,135	62,652,135

31.2 Definition of fair value

FRS defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Financial assets and financial liabilities measured at fair value in the statement of financial position are grouped into three Levels of a fair value hierarchy. The three Levels are defined based on the observability of significant inputs to the measurement, as follows:

- Level 1 - quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3 - inputs for the asset or liability that are not based on observable market data (unobservable inputs)

NOTES TO THE FINANCIAL STATEMENTS

31 Financial instruments (Cont'd)

31.3 Fair value measurement of financial instruments

The following table shows the Levels within the hierarchy of financial instruments measured at fair value on a recurring basis at 31 March 2026 and 31 March 2025:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
The Group and The Association	\$	\$	\$	\$
At 31 March 2026				
Quoted bonds, notes and money market funds	59,510,825	-	-	59,510,825
Financial instruments managed by fund managers	215,336,115	-	-	215,336,115
At 31 March 2025				
Quoted bonds, notes and money market funds	27,245,827	-	-	27,245,827
Quoted equities	4,639,060	-	-	4,639,060
Financial instruments managed by fund managers	206,269,462	-	-	206,269,462

31.4 Financial instruments whose carrying amount approximate fair value

The Group and the Association have determined that the carrying amount of cash and short-term deposits, current trade and other receivables, current trade and other payables, reasonably approximate their fair values because these are mostly short term in nature or are repriced frequently.

32 Reclassification and comparative figures

(a) Statement of cash flows

A reclassification has been made to the prior year's financial statements to enhance comparability with the current year's financial statements. The comparative figures have been reclassified to present the repayment of lease liabilities net of the related grant funding received, reflecting the actual net cash outflow.

As a result, a line item has been amended in the statement of cash flow. The comparative figure has been adjusted to conform to the current year's presentation.

The item was reclassified as follows:

	Previously reported 2025	Adjustment 2025	After reclassification 2025
	\$	\$	\$
<u>Statement of cash flows</u>			
Cash Flows from Operating Activities			
Grant received from MINDEF	18,942,078	(18,942,078)	-
Cash Flows from Financing Activities			
Grant received from MINDEF	49,937,746	12,966,707	62,904,453
Repayment of lease liabilities	(10,239,227)	5,975,371	(4,263,856)

NOTES TO THE FINANCIAL STATEMENTS

32 Reclassification and comparative figures (Cont'd)

(b) Key Management Personnel Compensation

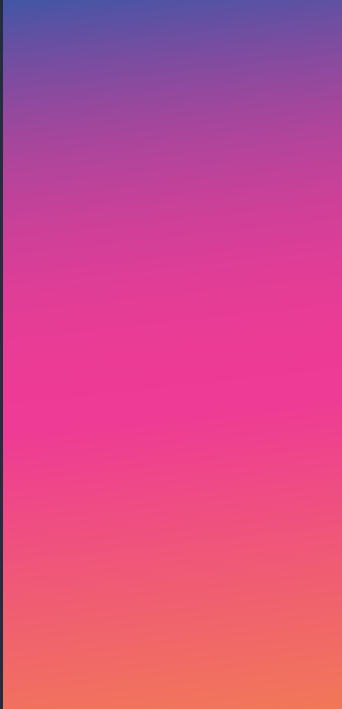
During the financial year, the Group revised its definition of Key Management Personnel ("KMP"). With effect from FY2026, KMP comprises Directors and employees holding positions at Director level and above who have the authority and responsibility for planning, directing and controlling the activities of the Group.

Accordingly, the comparative KMP compensation disclosure for the financial year ended 31 March 2025 has been re-presented to conform to the current year's definition and presentation of KMP.

The re-presentation affects only the disclosure of KMP compensation and has no impact on the Group's previously reported financial position, financial performance, equity or cash flows.

The effects of the re-presentation on the KMP compensation are as follows:

	Previously reported 2025	Adjustment 2025	Re-presented 2025
	\$	\$	\$
<u>Employee benefits</u>			
Salaries and other short-term employee benefits	6,144,273	(673,263)	5,471,010
Employer's contribution to Central Provident Fund	453,078	(97,440)	355,638



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