SAFRA
NATIONAL SERVICE ASSOCIATION

ANNUAL REPORT FY 2022/2023

BUILDING BONDS CREATING MEMORIES

VISION & MISSION

OUR VISION

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

OUR MISSION

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

SAFRA

BUILDING BONDS • CREATING MEMORIES

CONTENTS

This annual report covers the period from 1 April 2022 to 31 March 2023.

PATRON

Halimah Yacob
President of the Republic of Singapore

THE LEADERSHIP

SAFRA BOARD OF GOVERNORS

Chairman
Dr Ng Eng Hen
Minister for Defence

Members
Mr Zaqy Mohamad
Mr Chan Heng Kee
Mr Pang Kin Keong
LG Melvyn Ong Su Kiat *(till Mar 23)*
RADM Aaron Beng Yao Cheng *(from Mar 23)*
Mr Bill Chua Teck Huat, BBM
Mr Anthony Wong Yoke Kang
Mr Choe Peng Sum
Professor Tan Cheng Han *(till Jun 22)*
Mr Kon Yin Tong *(from Jul 22)*

Ex-officio Member
BG (NS) Kenneth Liow

30TH SAFRA MANAGEMENT COMMITTEE

President
Mr Zaqy Mohamad
Senior Minister of State for Defence

Vice-President
BG (NS) Kenneth Liow

General Secretary
Mr Ho Chin Ning

Members
COL (NS) Eugene Lam Toa-Yee
COL (NS) Tan Yeow Tiong
COL (NS) Lim Jew Pean
SLTC (NS) Ace Low Kian Ngian
SLTC (NS) Kelvin Tan Lee Thong
LTC (NS) Terence Quek, BBM
LTC (NS) Andy Tan Heok, BBM
MAJ (NS) Khoo Sze Boon
Mr Tin It Phong
BG (RET) Winston Toh Bee Chew, PBM
COL Ang Jeng Kai
COL Lee Ling Kwang
COL Mark Lim Yu Xiang

Ex-officio Members
Mr Ng Kin Yi
COL Lim Han Yong
COL Joseph Peh Chin Leong *(from Jun 22)*

SRCC PTE LTD BOARD OF DIRECTORS

Chairman
Mr Chan Heng Kee
Permanent Secretary (Defence)

Deputy Chairmen
Mr Pang Kin Keong
LG Melvyn Ong Su Kiat *(till Mar 23)*
RADM Aaron Beng Yao Cheng *(from Mar 23)*

Directors
Mr Teo Eng Dih *(till Aug 22)*
BG Kelvin Fan *(from Aug 22)*
Mr Ho Chin Ning

NATIONAL SERVICE RESORT & COUNTRY CLUB GENERAL COMMITTEE

President
LG Melvyn Ong Su Kiat *(till Mar 23)*
Chief of Defence Force

RADM Aaron Beng Yao Cheng *(from Mar 23)*
Chief of Defence Force

Vice-Presidents
Mr Ho Chin Ning
Commissioner Eric Yap Wee Teck

Captain
BG (RET) Winston Toh Bee Chew, PBM

Members
BG (NS) Kenneth Liow
Mr Chua Swee Kiat
Mr Edward Leong
Mr Leong Kwan Ian
LTC (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 EXECUTIVE COMMITTEE

Chairman
Mr Teo Eng Dih *(till Aug 22)*
Deputy Secretary (Policy), MINDEF

BG Kelvin Fan *(from Aug 22)*
Deputy Secretary (Policy), MINDEF

Members
Mr Ho Chin Ning
Ms Tania Koh
Mr Alywin Tan
Mr Donald Tan
Ms Helen Goh Chay Hiang

SAFRA AUDIT COMMITTEE

Advisors
CPT (NS) Quek Chee Heong
Assistant Vice-President (Transaction Services Department)
PSA Corporation Ltd

Mr Yoong Ee Chuan *(till Jun 22)*
Deputy Director (Finance Office)
Ngee Ann Polytechnic

Chairman
Mr Tin It Phong
Finance Director
Popular Book Co (Pte) Ltd

Vice-Chairman
Mr Goh Thong

Secretary
MAJ (NS) Chua How Kiat

Members
CPL (NS) Chia Shu Siang
Mr Siva Shanmugam
Mr Max Koh Tuck Loong
Mr Yuen Ka Wei
Mr Jonathan Lim *(from Jul 22)*

SAFRA INVESTMENT COMMITTEE

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

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
MAJ (NS) Mah Liang True

2nd Vice-Chairman
CPT (NS) Stanley Khoo

Secretary
Dr Wong Keng Siong

Members
LTC (NS) Albert Ong Hup Lee
LTC (NS) Desmond Fu Yunjie
MAJ (NS) Eric Neo Say Wei
CPT (NS) Henry Loh Jin Chai
3SG (NS) Mark Tan Kok Liang
Mr Siva Shanmugam

SAFRA MANAGEMENT STAFF

Chief Executive Officer
Mr Edward Leong

Deputy Chief Executive Officer (Business Strategies)
Mr Donald Tan

Deputy Chief Executive Officer (Corporate Services)
Ms Kris Ho

Deputy Chief Executive Officer (Operations)
Ms Yap Mong Nah

Financial Controller
Ms Helen Goh Chay Hiang *(till Mar 23)*
Ms Margaret Chan *(from Mar 23)*

Directors
Ms Ivy Lee (Human Resource & Corporate Affairs)
Mr Tommy Ang (Membership Services)
Mr Tan Boon Hwa (Business Operations & Development)
Mr Hovman Goh (Strategic Marketing & Communications)
Mr Derrick Tan (Information Technology)
Mr Sebastian Teo (Special Projects)

Club Managers
Ms Lyndia Tan (SAFRA Punggol & Deputy Director, Club Operations & Engagement)
Ms Tham Lai Mun (SAFRA Jurong & Choa Chu Kang)
Mr Kenny Ng (SAFRA Mount Faber) *(till Jun 22)*
Mr Damien Soh (SAFRA Mount Faber) *(from Dec 22)*
Mr Ronald Lim (SAFRA Toa Payoh) *(till Nov 22)*
Ms Ng Min Fen (SAFRA Toa Payoh) *(from Nov 22)*
Ms Patricia Tan (SAFRA Tampines) *(till Aug 22)*
Mr Paul Cheong (SAFRA Tampines) *(from Sep 22)*
Ms Sharon Seong (SAFRA Yishun) *(till Aug 22)*
Mr Darren Chua (SAFRA Yishun) *(from Feb 23)*

NATIONAL SERVICE RESORT & COUNTRY CLUB MANAGEMENT STAFF

General Manager
Mr Ng Heng Chew

Directors
Mr Stanley Ho (Business Strategy & Resort)
Mr Jason Yeo (Golf)

Senior Managers/ Managers
Mr David Ho (Facilities)
Mr Derrick Hia (Business Strategy, Membership, Marketing & Corporate Communications)
Mr Derrick Tay (Golf) *(till May 22)*
Ms Joanne Tan (Finance & Admin)
Ms Joey Leau (Human Resource & Training)
Mr Patrick Teo (Information & Technology)
Mr Yam Chung Wai (Resort)

SO DRAMA! ENTERTAINMENT MANAGEMENT STAFF

Executive Director
Mr Philip Koh

Deputy Executive Director/ Director, Operations
Ms Clara Tan

Creative Director
Ms Susanna Kulatissa

Assistant Creative Director/ Deputy Director, Defence Content
Ms Melissa Ong

Senior Executive Producer/ Assistant Creative Director
Ms Ong Hee Yah

Department Heads
Mr Patrick Yong (Business Development and Partnerships)
Mr N. Kumaresan (Content Digital)
Mr Felix Phang (Content Live Engagement)
Mr Donald Chew (Production Support Services)
Ms Joni Ng (Client & Artiste Management) *(till Sep 22)*
Ms Zelda Ng (Client & Artiste Management) *(from Nov 22)*
Ms Phyllis Han (Marketing and Public Relations)
Ms Chor Li Jing (Finance)
Ms Norraine Bte Md Yusof (Capability Development)
Ms Teresa Sia (Human Resource) *(from Jun 22)*
Mr Lim Cheng Hock (Technology & Platform Solutions) *(Jun to Sep 22)*
Mr Kevin Neo (Technology & Platform Solutions) *(from Oct 22)*
Mr Woo Kaiwei (Strategic Planning & Corporate Development) *(from May 22)*

SAFRA TOA PAYOH 19TH EXECUTIVE COMMITTEE

Chairman
LTC (NS) Terence Quek, BBM
Chief Executive Officer
Emergenetics Asia Pacific

Vice-Chairman
LTC (NS) Roysten Lee

Secretary
1WO (NS) Surindranath S/O Kaseenathan

Treasurer
MSG (NS) Benjamin Ma Yue Leong

Members
CPT (NS) Sum Wai Hong
CPL (NS) Arvin Tang Hong Wei
CPL (NS) Jason Lee Ho Fan
CPL (NS) Soh Yi Da

SAFRA TAMPINES 18TH EXECUTIVE COMMITTEE

Chairman
COL (NS) Eugene Lam Toa-Yee
Senior Vice President, Human Resources
ST Engineering

Vice-Chairman
COL (NS) Toh Han Li

Secretary
3WO (NS) Wayne Ang Wee Tat

Treasurer
LTA (NS) Mohammad Khairul Bin Yunos

Members
MAJ (NS) Lucas Tan Yanhe
CPT (NS) Lim Inn Poh
CPL (NS) Andrew Ang Uun Loong
Mr Lim Tze Wei

SAFRA YISHUN 11TH EXECUTIVE COMMITTEE

Chairman
COL (NS) Tan Yeow Tiong
Executive Director
JMT Solutions Pte Ltd

Vice-Chairman
MAJ (NS) Jason Chen Chuanjian

Secretary
LTC (NS) Evert Ong Pheng Hong

Treasurer
CPL (NS) Sze Toh Khai Munn

Members
MAJ (NS) Lin Jialiang
MAJ (NS) Toh Poh Joo
1SG (NS) Ng Chrong Meng
CPL (NS) Poon Yew Wai

SAFRA MOUNT FABER 9TH EXECUTIVE COMMITTEE

Chairman
SLTC (NS) Kelvin Tan Lee Thong
Regional Sales Director (SEA)
Genesys Telecommunications Laboratories Asia Pte Ltd

Vice-Chairman
MAJ (NS) Justin Koh Ping Haw

Secretary
CPT (NS) Lewis Foo Cexin

Treasurer
CPT (NS) James Boey Lee Chea

Members
MAJ (NS) Charles Ng Ee Chin
MAJ (NS) Eric Woon Lee Han, PBM
CPT (NS) Muhamad Imaduddien Bin Abd Karim
CPT (NS) Zhao Dexin

SAFRA JURONG 7TH EXECUTIVE COMMITTEE

Chairman
COL (NS) Lim Jew Pean
Managing Director
Engage Nova Pte Ltd

Vice-Chairman
LTC (NS) Francis Ng Yong Kiat

Secretary
SLTC (NS) Halmie Bin Hussein Mattar

Treasurer
MWO (NS) Lim Chin Tiong

Members
COL (NS) Micheal Tan Hai Peng
MAJ (NS) Tang Mong Shin
MAJ (NS) Ivan Liu Jiahao
LTA (NS) Joel Lau Mun Fai

SAFRA PUNGGOL 4TH EXECUTIVE COMMITTEE

Chairman
MAJ (NS) Khoo Sze Boon
Managing Director
Turner & Townsend Pte Ltd

Vice-Chairman
SLTC (NS) Patrick Koh Ley Boon

Secretary
LTC (NS) Evan Choe Zheng Guang

Treasurer
CPT (NS) Dr Frankie Tan

Members
MAJ (NS) Sherman Tan Le-Wei
CPT (NS) Andy Ng Yao Hwee
CPT (NS) Dickson Poon King Leong
2SG (NS) Sathiaseelan Jagateesan

SAFRA CHOA CHU KANG DEVELOPMENT COMMITTEE

Advisors
Mr Michael Sengol
Senior Consultant/ Advisor
Tuan Sing Holdings Ltd

Mr Cheong Hai Poh
General Manager
Goodwood Park Hotel

Chairman
LTC (NS) Andy Tan Heok, BBM
Executive Creative Director
The Thinc Group

Vice-Chairmen
MAJ (NS) Khoo Sze Boon
1WO (NS) Leng Chiak Sun

Secretary
Mr Lim Chong Lee

Members
ME5-2 (NS) Daniel Lian Chin Wah
3SG (NS) Rajavarman S/O Mathichandran
CPL (NS) Ernest Ng Hiok Hoe
Associate Professor Daniel Wong
Mr James Tan Seng Kiat
Ar. Hoong Bee Lok
Mr Freddy Ong

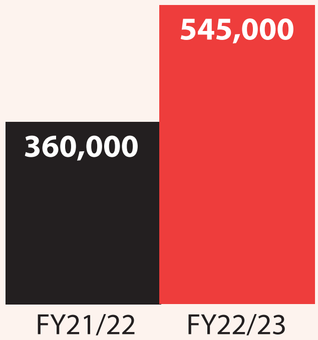
(Ar.: Architect)

HIGHLIGHTS OF THE YEAR

FY 2022/2023 was a significant year as we joined the nation in commemorating 55 Years of National Service (NS55) and celebrated SAFRA's 50th anniversary (SAFRA50) with a string of initiatives and special treats to recognise the contributions of national servicemen.

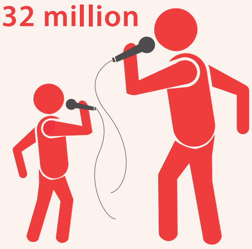
SAFRA's membership base increased by 51% to over 545,000, boosted by the complimentary 1-year SAFRA membership offered to past and present Singapore Armed Forces (SAF) NSmen as part of the NS55 Recognition Package. Annual club visitation as well as annual participation in SAFRA-organised events and activities also increased significantly to pre-pandemic levels, with the growth in membership and gradual lifting of mandatory restrictions by the government on the conduct of physical events and social gatherings to limit the risks of Coronavirus Disease 2019 (COVID-19) transmission.

SAFRA Membership Base



Annual club visitation grew by 62% to over 8.83 million

Annual participation in SAFRA-organised events and activities grew by 63% to over 1.32 million



SAFRA also continued to support SAF NS units in strengthening cohesion by offering end-to-end event planning and management services for their cohesion activities. A total of 359 cohesion events were organised for about 29,500 NSmen.

During the year, a total of 38 SAFRA staff were conferred the Excellent Service Awards (EXSA), a national award supported by Enterprise Singapore. These included 11 Star Awards, 11 Gold Awards and 16 Silver Awards. SAFRA's membership satisfaction rating also increased to 77%, from 71% in the previous financial year.

NS55 RECOGNITION PACKAGE

SAFRA supported the Ministry of Defence (MINDEF) in the rollout of the NS55 Recognition Package to thank past and present SAF national servicemen for their contributions to Singapore's defence. Every SAF national serviceman received $100 worth of credits digitally disbursed via the LifeSG mobile app, which could be used to redeem a wide variety of lifestyle products and services at over 2,000 online and physical merchants islandwide, as well as SAFRA clubs.

In addition, a year of complimentary SAFRA membership was offered to SAF national servicemen who were serving, or who had completed serving Operationally Ready National Service. Over 422,000 eligible SAF national servicemen registered for their complimentary SAFRA membership by the close of registration on 31 July 2023.

Dr Ng Eng Hen (centre), Mr Zaqy Mohamad (third from left) and several past Presidents of SAFRA joined volunteers and corporate partners in celebrating SAFRA50 on 1 December 2022.

SAFRA50

As part of the year-long commemoration of SAFRA50, NSmen and their families enjoyed a string of events, free treats and special deals to provide more meaningful bonding opportunities and thank members for their continued support.

SAFRA organised an expanded range of charitable initiatives which raised over $800,000 to help those in need within the community. Led by NSmen volunteers, a string of six SAFRA Cares charitable events were organised during the year by each of the six SAFRA clubs. These included the SAFRA Wheels & Feet Charity Challenge, SAFRA Esports Fiesta With A Heart, SAFRA Charity Bowl, SAFRA Diaper Dash, SAFRA Swim For Hope and Let's Gift For A Reason. The SAFRA Cares initiatives also drew strong support from corporate and individual donors, including NSmen who donated their NS55 credits. Collectively, over 21,000 NSmen and their families participated in the initiatives. The funds raised went towards helping low-income families, vulnerable children and those with disabilities through the President's Challenge and SAF Care Fund, along with other beneficiaries adopted by the various events.

During the year, members also benefitted from over 50,000 F&B giveaways and monthly movie treats, as well as over 500 special promotions supported by more than 150 merchants. These ranged from 50% discounts to 50-cent special buys, 50 days of flash deals and $5 off ComfortDelgro Taxi rides.

The celebrations culminated with the SAFRA 50th Anniversary Dinner and 16th SAFRA Awards Presentation held at SAFRA Mount Faber on 1 December 2022, where a record total of 168 recipients, comprising 159 volunteers, two interest groups and seven corporate partners, were conferred awards for their service and contributions towards the NSmen community through the support they rendered to SAFRA, National Service Resort & Country Club (NSRCC) and *So Drama!* Entertainment. The event was graced by Minister for Defence and Chairman of SAFRA Board of Governors Dr Ng Eng Hen, Senior Minister of State for Defence and President of SAFRA Mr Zaqy Mohamad, and several past Presidents of SAFRA. Dr Ng Eng Hen presented the Meritorious Service Awards and Distinguished Service Award, while Mr Zaqy Mohamad presented the Outstanding New Volunteer Awards and Commendation Awards. Long Service Awards of up to 40 years were also presented to 149 volunteers.

WE THANK NSMEN INITIATIVES

Students, preschools and businesses nationwide continued to give their strong support to SAFRA's We Thank NSmen initiatives to show appreciation to national servicemen. A record total of 255 students from 18 secondary schools and tertiary institutions produced appreciation videos to express their gratitude to national servicemen as part of the Appreciating NSmen Video Competition, which was in its third edition. Among the 79 video entries received, awards were accorded to nine videos produced by students from CHIJ Saint Joseph's Convent, Evergreen Secondary School, Hitmaker Global Academy, Republic Polytechnic, Singapore Polytechnic and Temasek Polytechnic. The top winning videos were screened at SAFRA clubs and circulated on social media in the lead-up to SAF Day and National Day to encourage the public to post their own personalised thank-you messages to national servicemen.

Mr Zaqy Mohamad presented prizes to the winners of the Appreciating NSmen Video Competition on 27 June 2022.

Over 35,000 children from more than 300 preschool centres participated in the Appreciating NSmen Art Jam, which was jointly initiated by SAFRA and the Association of Early Childhood & Training Services (ASSETS) for the third year to promote awareness and appreciation among preschool children of the important role national servicemen play in defending Singapore. Through the initiative, preschool children learnt more about their fathers' NS experience and created appreciation gifts for their fathers as part of their curriculum from 27 June to 15 July 2022.

NurtureStars Preschool children participated in the Appreciating NSmen Art Jam at SAFRA Toa Payoh.

SAFRA also collaborated with more than 140 merchants to offer over 200 NS55 deals spanning across a wide range of F&B and lifestyle products and services to show appreciation to national servicemen for their service to the nation. Commenced on SAF Day, national servicemen were also able to use their NS55 credits to enjoy the deals, and many merchants offered additional discounts and privileges to complement the use of the credits.

NEW SAFRA APP

A new SAFRA mobile app was launched on 8 August 2022, providing members with greater convenience and a more seamless user experience. As part of SAFRA's continuous efforts to improve its digital services and engagement, the app offers several new and enhanced features such as an improved interface, usage of Singpass for easier membership registration for new users, biometric-enabled login for more convenient access and PayNow for instant and secure cashless payments, including usage of NS55 credits. The app also enables members to customise settings and preferences for greater personalisation, and view nearby membership privileges and merchant promotions which they could enjoy. There are also recommended reads from eNSman on the latest and relevant lifestyle trends.

The new SAFRA app clinched the Silver Award for 'Best Use of User Interface/ User Experience Design' at the Loyalty & Engagement Awards Singapore 2022, as well as the Bronze Award for 'Best Use of Promotions' and 'Industry Specific Use of Mobile: Hospitality & Travel' at the Mob-Ex Awards Singapore 2022 organised by Marketing Interactive. By the end of the financial year, the total number of downloads of the new SAFRA app across both Apple Store and Google Play Store had reached over 262,000, and the app served an average of up to 10,000 daily active users.

ENHANCING OUR NETWORK OF CLUBS

SAFRA continued to enhance its network of clubs islandwide to be more eco-friendly while offering NSmen and their families a wider range of quality facilities to meet their lifestyle needs. Building on SAFRA's ongoing sustainability efforts, an additional 670 solar panels were installed across six SAFRA clubs, enabling an additional 400,000 kilowatt hours of electricity to be generated annually. Together with the clubs' pre-existing 4,675 solar panels, these enabled SAFRA to meet about 20% of its electricity needs through green technology.

During the year, SAFRA also welcomed new tenants to its clubs to enhance its suite of offerings to members. At SAFRA Jurong, the opening of Jewel Music Box provided members with more entertainment options. At SAFRA Mount Faber, the Art of Aikido and Premier Golf – Singapore's largest indoor golf facility, commenced operations and provided members with the opportunity to pick up new skills in these sports. New stores were also introduced at Food Paradise food court offering oriental Chinese and Japanese cuisines.

Two new enrichment centres were introduced at SAFRA Toa Payoh, including The Ballet Academy and Model Math, a collaboration between SAFRA and Matrix Math, to cater to children's learning needs. SAFRA Punggol also welcomed Bubs & Tots Swim School and Bespoke Learning Centre to offer classes in swimming and water safety, as well as tuition and student care services, respectively. Physio & Sole Clinic also opened at the club, providing one-stop podiatry and physiotherapy services for musculoskeletal and foot pain, sports injury and other related conditions.

At SAFRA Tampines, Keng Eng Kee Seafood and 929 Desserts were opened to provide more F&B options to members. PeopleUp Theatres also commenced operations, offering a variety of performances ranging from live concerts to comedy and magic shows within a 212-seat theatre.

SO DRAMA! ENTERTAINMENT

So Drama! Entertainment's (SDE) radio stations continue to occupy a unique market position, with 88.3JIA as Singapore's only bilingual station playing both Mandarin and English hits, while POWER 98 LOVE SONGS remains as the first and only English station playing love songs all day, all night. Together with its CAMOKAKIS app, users were engaged with a variety of content throughout the year.

A brand new '88.3JIA CANTO-POP' digital-only music stream was introduced on the CAMOKAKIS app on 20 January 2023. With this latest addition, the app now provides a total of 15 music streams to cater to listeners' varied music preferences. Whether one is a K-POP or Retro fan, or looking for music while studying, chilling or working out, the CAMOKAKIS app has something for everyone and most songs also come with the lyrics to cater to those who wish to have a karaoke moment.

As COVID-19 restrictions were gradually lifted during the year, 88.3JIA and POWER 98 LOVE SONGS ramped up its public engagement via its 'Tune In & Win' campaign, which was introduced since 2021. In this contest, drivers stood a chance to win at least $100 in cash every weekday when they registered via the CAMOKAKIS app, attached their vehicle sticker, and tuned in to either station. New partnerships were formed with CapitaLand as pick-up points for car stickers, while Ninja Van and TADA drivers were encouraged to sign up and participate in the contest. These partnerships, along with other onsite activations throughout the year at SAFRA clubs, CapitaLand malls and partners' offices, led to an over 50% increase in participation. Listeners and SAFRA members were also treated to an exclusive movie preview of 'Top Gun: Maverick' in May 2022.

SDE also presented several concerts during the year. Building on the success of its first public concert, 'THANK YOU FOR THE MUSIC: Bringing back your favourite ABBA songs' performed by the Music & Drama Company (MDC) in March 2022, CAMOKAKIS presented its first ticketed concert 'MICappella Sing-On' at SDE's Infinite Studios Soundstage in April 2022. Fans were treated to hits from the local acapella band, which included MDC artiste Juni Goh. SDE also had the opportunity to put up a 30-minute performance as part of 'NParks Concert Series in the Park: Rockestra' held at Fort Canning Park in October 2022, which was attended by a live audience of about 8,000. SDE also partnered Ventus Music to stage the 'School's Out Concert Series' at its Soundstage in November 2022.

MDC resumed most of its other live engagement activities that were previously cancelled during the COVID-19 pandemic. MDC performed in several milestone events such as the Army Open House from 25 May to 12 June 2022, Defence Science Organisation 50th Gala Dinner on 14 October 2022 and SAFRA 50th Anniversary Celebration Dinner & 16th SAFRA Awards Presentation on 1 December 2022. MDC also continued to engage secondary schools both onsite and virtually throughout the year as part of its CAMOKAKIS Invasions and supported the National Day Parade (NDP) 2022 with 50 dancers, while Andy Cai from MDC took on the role as the NDP 2022 Chief Choreographer. MDC also provided technical audio-visual support for the Digital Intelligence Service Inauguration Parade held at SAFTI MI on 28 October 2022.

MDC commemorates its 50th anniversary in 2023 and hosted the first 'MDC50 Homecoming' event as part of its commemorative activities on 14 January at SDE's Infinite Studios Soundstage for about 100 alumni members, including Gurmit Singh, Royston Tan, Noah Yap and Shrey Bhargava. The event provided a good opportunity for past and present MDC members to catch up with old friends and reconnect over their love for performing arts.

PIONEER released a wide variety of content and initiatives to mark NS55 in 2022. This included the documentary series, 'Every Singaporean Son 3', which was shown on PIONEER's Facebook page from 4 April to 20 May 2022 and Mediacorp's Channel 5 from 6 April to 1 June 2022. It featured recruits and commanders involved in Basic Military Training during the pandemic, the monthly 'NS55 Family Photo Challenge' organised from June to October 2022 which encouraged past and present servicemen to share NS-related stories and photos, and a 4-part 'Never Be A Weak NSman' mini-video series which highlighted the inspiring fitness journeys of NSmen which was shown on PIONEER's social media (Facebook and Instagram) from 18 April to 23 May 2022. PIONEER also continued to feature many inspiring human-interest stories of SAF servicemen, such as the first Singaporean-African naval combat diver and his Guardsman brother, as well as national athletes who served NS and continued to pursue sporting excellence.

In commemoration of NS55 and to encourage greater support for defence and NS, SDE produced a series of short films in 2022, including 'He's Not the One' on 13 April 2022, 'Microseconds' on 18 July 2022 and 'I Remember Me' on 20 July 2022. Building on the success of the first short film, 'Ah Ma', produced in December 2020, the sequel 'Ah Ma 2' was produced on 14 March 2023, with lead actors Cai Ping Kai and Hanrey Low reprising their roles to bring viewers on another magical journey of Ah Boy's NS experience and the friendships forged.

SDE received recognition for its editorial and digital content productions during the year. The #NS55 social media campaign run by SDE was 2022's top government campaign with the highest social media interactions, according to a report by Emplifi. In September 2022, PIONEER won the Eddie and Ozzie Awards 2022 in the 'Social Media/Online Community' category for the 'Not Your Average Singaporean Son' profile story which was published in November 2021. It also received honourable mentions for two other products, including the '60-Year-Old with Passion for the Jungle' story article published in May 2021 and the 'PIONEER Kids Try: Combat Medic' video shown on PIONEER's social media (Facebook and Instagram) in October 2021. Three nominations were also secured at the 27th Asian Television Awards 2022, including for the Best Leading Female Performance – Digital (Michelle Wong for 'He's Not the One'), Best Music Video (Back in the Day), and Best Branded Content (Celebrating 55 Years of National Service: Our Generations of Strength).

SDE continues to develop its production capabilities, including in the virtual production space. In 2022, SDE created 'Mindy', its first singing and dancing avatar. Mindy made her debut at MINDEF's National Day Observance Ceremony on 8 August 2022. Subsequently, an upgraded version of Mindy which was capable of live interactions appeared at other SDE events. NSmen and their families can expect more SDE developments in the metaverse in the near future.


'Ah Ma 2' Short Film


'Tune In & Win' Activation at SAFRA Mount Faber


'Mindy' and MDC at MINDEF's National Day Observance Ceremony 2022


PIONEER feature on first Singaporean-African naval diver


MDC at 'NParks Concert Series in the Park: Rockestra'

NATIONAL SERVICE RESORT & COUNTRY CLUB

FY 2022/2023 was a year of recovery for the National Service Resort & Country Club (NSRCC) following the COVID-19 pandemic. Many events and activities that were previously suspended due to mandatory restrictions over the last three years were gradually reinstated across the golf and resort wing. NSRCC's membership base and overall member satisfaction rating remained stable at 7,472 and 92% respectively.

SUSTAINABILITY EFFORTS

Building on NSRCC's sustainability efforts over the years, various initiatives were progressively rolled out with eco-friendliness in mind. Modifications to the water catchment areas within the golf courses to increase rain water retention capacity have enabled better self-sustainability on irrigation. Many of its lighting fixtures have been converted to LEDs with motion sensors and its air conditioning systems upgraded to be more energy-efficient. Charging points for electric vehicles were installed at both NSRCC Changi and Kranji in December 2022, providing greater convenience to members. Since March 2023, NSRCC's Resort View magazine ceased its print version and went fully digital. The e-magazine is now more concise, easier to read and regularly updated in tandem with the evolving lifestyle needs of members. NSRCC will continue to introduce more environmental sustainability efforts while taking a pragmatic approach to benefit both members and the wider community. Other ongoing green initiatives include leveraging a solar farm by harvesting solar energy to power certain areas of the clubhouses to conserve energy.

MAJOR GOLF EVENTS MADE A COMEBACK

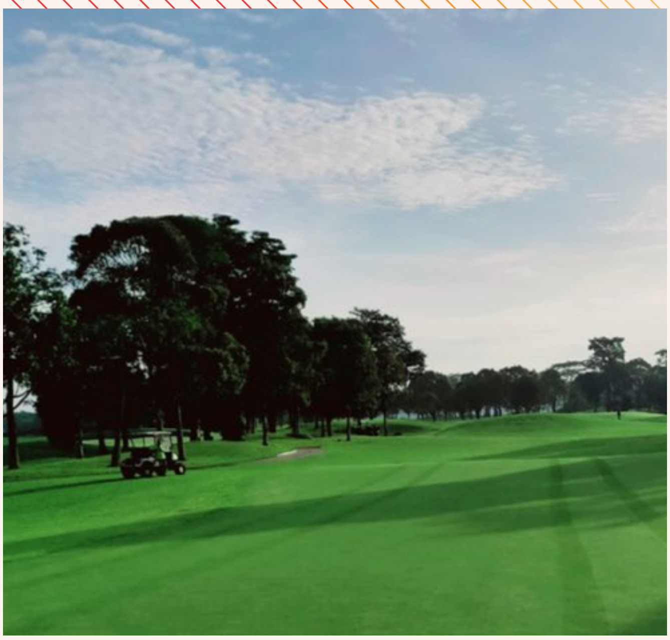
After a 2-year hiatus due to the COVID-19 pandemic, NSRCC's flagship charity initiative, the Charity Golf event, was organised on 21 and 22 May 2022 at NSRCC Changi, graced by Mr Zaqy Mohamad. With the support of golfers, donors and sponsors, a total of $350,000 was raised for three beneficiaries, including the Children's Wishing Well, Club Rainbow (Singapore) and the SAF Care Fund. In commemoration of NS55, NSRCC also hosted the SAF & NS Day Golf event on 17 July 2022 at NSRCC Changi, graced by then-Chief of Defence Force and President of NSRCC LG Melvyn Ong. The afternoon golf games commenced with a 'Gotong Royong', followed by dinner at the clubhouse.

Mr Zaqy Mohamad (centre) and LG Melvyn Ong (fourth from left) with the Organising Committee and beneficiaries of Charity Golf 2022.

LG Melvyn Ong (centre) with Club Management and event participants before the start of the game at SAF & NS Day Golf 2022.

ENHANCEMENT OF FACILITIES

NSRCC continued to enhance its facilities and services to provide a quality venue for NSmen to bond and spend quality time with their families. The 12-month long upgrading works to rejuvenate the 18-hole Gary Player designed course at NSRCC Kranji commenced in September 2022. This was carried out in two phases; each of its 9-hole golf course was closed one at a time for upgrading works over six months, with the other nine remaining open for play. The first 9-hole course was reopened on 4 March 2023 with members enjoying the enhanced fairways and greens. The second 9-hole course is expected to be reopened in the fourth quarter of 2023.



The upgrading of the golf course at NSRCC Kranji included replacement of the turf for the fairways and greens with a new subsoil layer.

NEW SOCIAL AND RECREATION HUB FOR THE FUTURE

To recognise the contributions of NSmen towards Singapore's defence and provide more lifestyle and recreational options to members in the coming years, NSRCC is developing a new social and recreation hub to be located on 9.2ha of reclaimed land along Singapore's eastern coastline, next to its current site. Expanding on NSRCC's existing range of facilities, the new social and recreation hub will offer a wider variety of offerings to appeal to more NSmen and their families, including those with young children. It will provide accommodation options ranging from chalets to family-friendly villas, a kids' gym, wellness centre, along with pet-friendly amenities for pet owners. The hub will also be integrated with surrounding park connectors to offer seamless connectivity and easy access for cyclists and joggers. It is expected to be completed by end-2027. Once opened, members will be able to access four attractive recreational destinations – NSRCC Changi, NSRCC Kranji, NSRCC Sea Sports Centre and the upcoming new hub, thereby further enhancing the value of NSRCC's all-in-one membership.

Artist's impressions of the new social and recreation hub at NSRCC Changi.

SAF VETERANS' LEAGUE

The SAF Veterans' League (SAFVL)'s Commitment to Defence (C2D) Ambassadors continued to support National Education efforts by conducting engagement sessions at schools, SAF units and SAFRA events. They engaged over 33,100 students, SAF personnel, NSmen and their families, which was a 30% increase in engagement numbers from the previous year.

The SAFVL also attended the Veterans Confederation of ASEAN Countries (VECONAC)'s Executive Board Meeting and General Assembly together with the leaders of the other nine veteran associations of ASEAN member countries on 23 November 2022 to promote cooperation and enhance solidarity. Over 230 participants from the 10 nations attended the event held in Bangkok, Thailand.

SAFVL delegates and observers at the VECONAC 21st General Assembly.

On 10 March 2023, the SAFVL organised the Konfrontasi Memorial Ceremony at the memorial located at Dhoby Ghaut Green in remembrance of soldiers, volunteers and civilians who lost their lives during the Konfrontasi from 1963 to 1966, including the bombing of the MacDonald House on 10 March 1965. Among the attendees were 139 veterans which included those from the Singapore Police Force, cadets from the National Cadet Corps, Commanders of the 9th Division Infantry, First and Second Singapore Infantry Regiment, as well as members of the public.

President of SAFVL BG (RET) Winston Toh, veteran members and guests paying tribute to the fallen comrades at the Konfrontasi Memorial Ceremony at Dhoby Ghaut Green.

On 13 November 2022, the SAFVL co-organised the Remembrance Sunday Service with the British High Commission to commemorate the end of World War I and II, and honour those who had sacrificed their lives in the line of duty. It was attended by 30 participants representing the various Commonwealth nations, including diplomatic corps, local and foreign military representatives, religious leaders and the public. The SAFVL also co-organised the 56th Civilian War Memorial Service on 15 February 2023 with the Singapore Chinese Chamber of Commerce and Industry (SCCCI) to remember the civilian victims of the Japanese Occupation in Singapore.

SAFVL representatives with British High Commissioner Ms Kara Owens at the Remembrance Sunday Service.

During the year, SAFVL members and guests also participated in more than 30 activities such as the Army Open House on 26 May 2022, the SCCCI's SAF Day Rededication on 1 July 2022 and the Chief of Defence Force Change of Command Parade on 24 March 2023.

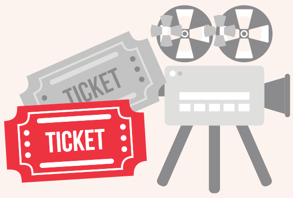
SAFVL members with RADM Aaron Beng at the Chief of Defence Force Change of Command Parade.

REWARDING PRIVILEGES

Merchants and corporate partners gave their strong support to appreciate NSmen by extending special discounts and privileges to members on a wide variety of products and services.

ENTERTAINMENT & LEISURE

Members enjoyed attractive deals on entertainment offerings throughout the year, ranging from movies to live entertainment. Movie lovers took advantage of daily discounts and 1-for-1 weekend movie deals at Shaw Theatres.



Over 270,000 discounted movie tickets were purchased by members

Members were also treated to a string of 13 blockbuster movies such as 'Avatar: The Way of Water', 'Black Panther: Wakanda Forever', 'Marvel Studios Thor: Love and Thunder', 'Marvel Studios Ant-Man And The Wasp: Quantumania' and 'John Wick: Chapter 4'. Over 12,000 members, their families and friends enjoyed these complimentary movie shows during the year, which also included 1,000 complimentary movie preview tickets given out by Shaw Theatres for members to watch 'Dungeons & Dragons: Honor Among Thieves' on 29 March 2023 in celebration of the re-opening of its theatre at Balestier.

Special discounts of up to 30% were extended to members for a variety of concerts, musicals and events such as 29Rooms, Affordable Art Fair, Animal Farm by Wild Rice, Brickman® Wonders Of The World – LEGO® Brick Exhibition Singapore, Cultural Extravaganza 2022 and Sing•浪 2022 by the Singapore Chinese Cultural Centre, December Rains The Concert by IMC Live Global and The LKY Musical by Singapore Repertory Theatre.

FOOD & GROCERIES

Members enjoyed a wide range of choices to satisfy their taste buds with discounts of up to 50% offered at over 100 establishments islandwide, including takeaway and delivery offers. These included new F&B partners such as Baker's Brew, Canadian 2 for 1 Pizza, Jollibee, Oatbedient, R&B Tea, Sushi Express and Wunderfolks. Members also enjoyed deals on groceries and essentials from partner merchants such as CS Foods, DFI Retail Group, FairPrice Online and Sheng Siong.

In commemoration of SAFRA50, over 50,000 free treats were extended to members throughout the year exclusively through the SAFRA app at F&B partners such as Coffee Bean & Tea Leaf, Famous Amos, Gong Cha, GrabFood, Mr Bean, Old Chang Kee, Polar Puff & Cakes, Toast Box and Yole.

SHOPPING & LIFESTYLE

To mark NS55, popular brands, retailers and online merchants such as ASICS, BHG, Decathlon, Skechers, Malls of Frasers Property, Lazada and Shopee, offered special discounts and privileges during the year to appreciate NSmen for their service to the nation.

Members enjoyed seasonal online and in-store deals offered by partner merchants such as Adidas, Amazon, Atome, Bratpack, Crocs, Crumpler, Herschel, Lenskart, POPULAR, Robinsons Online and Under Armour, on a variety of products ranging from apparel and footwear to bags and books. They also benefitted from exclusive discounts of up to 70% extended by partner merchants such as Best Denki, Dell, Gain City, JBL, Mayer, Samsung, Sennheiser and Sony on various home appliances and gadgets.

Over 167,000 discounted vouchers were snapped up by members

On the SAFRA Treats & Deals portal, members were offered a wide range of discounted vouchers from various partner merchants such as Famous Amos, Food Republic, Four Leaves, GrabGifts, Old Chang Kee and Toast Box. Members also benefitted from monthly special $5 voucher deals from Bengawan Solo, FairPrice Online, KFC, Mr Bean and Pizza Hut, which were offered in commemoration of SAFRA50. New voucher offerings were also made available from partner merchants such as Barcook Bakery, Don Don Donki, IKEA and Klook.

TRAVEL & LEISURE

To provide opportunities for members to unwind, a variety of travel deals were extended to members such as preferential rates on overseas leisure and attraction bookings made through Klook, exclusive tour packages with Chan Brothers Travel and Travel with WEBUY, discounted flight bookings with Fiji Airways, as well as special deals with cruise partners such as Resorts World Cruises, Royal Caribbean and White Sails. From 3 to 5 June 2022, members enjoyed an additional of up to $100 savings per cabin on Royal Caribbean cruises during a 3-day roadshow at SAFRA Toa Payoh.

A range of staycation deals were also made available to members with discounts of up to 35% offered by IHG Hotels & Resorts, Frasers Hospitality, Millennium Hotels and Resorts, Pan Pacific Hotels and Resorts and Far East Hospitality, along with preferential booking rates offered at D'Resort and NSRCC. Members also enjoyed discounts of up to 40% on admission tickets to popular local attractions such as Singapore Zoo, Night Safari, River Safari, Singapore Cable Car, Sky Helix and Singapore Flyer, as well as attractions located at Jewel Changi Airport.

HEALTHCARE & WELLNESS

Members enjoyed a wider range of medical, dental and wellness benefits at over 40 healthcare providers islandwide. These included preferential rates for medical consultations and health screening packages provided by partners such as OneCare Medical Group, Q&M Dental Group and Raffles Medical. Healthcare offerings were also expanded to include Traditional Chinese Medicine (TCM) practitioners such as Eu Yan Sang TCM which provided new patients with complimentary first-time consultations. Discounts of up to 60% were also extended to members by health and nutrition brands such as LAC, Nature's Farm, QN Wellness and Raffles Health.

INSURANCE & INVESTMENT

New insurance benefits were extended to members, including complimentary 12-month Dengue Aid insurance coverage by Singlife from 17 May 2022. Members also continued to enjoy exclusive Travel, Term and Home insurance products provided in partnership with AIG Asia Pacific Insurance and Income, along with special privileges when they invest through Endowus.

TRANSPORT

In commemoration of SAFRA50, members enjoyed $5 off ComfortDelgro Taxi rides every month with a total of over 26,000 promo codes released on the SAFRA app during the year that were fully redeemed. Members also continued to enjoy discounts of up to 16% on petrol and diesel at Caltex stations islandwide throughout the year, and an enhanced discount of 22% in conjunction with SAF Day from 1 to 5 July, National Day celebrations from 8 to 12 August, and as part of a SAFRA50 special from 14 to 16 October 2022. Those who signed up or renewed their SAFRA membership also received $36 worth of complimentary Caltex vouchers. Other exclusive deals for members included a discount of $3 on rides with TADA and discounts of up to 50% on car-sharing and rental services by blueSG, ComfortDelGro Rent-A-Car, GetGo and Tribecar.

SAFRA REWARDS PROGRAMME

Members spent over $36 million under the loyalty programme and over 68,000 redemptions were made for a broad range of products, services and vouchers offered under the programme to recognise them for their support to SAFRA. SAFRA Rewards Vouchers, which were redeemable at over 2,000 outlets islandwide, remained a popular choice among members. Members were also able to earn double SAFRAPOINTS during special occasions such as members' birthdays, SAF Day and Children's Day, along with specially discounted redemptions to mark SAFRA50.

EDUCATION

Under the SAFRA Education Scheme, a total of 27 educational sponsorships worth $617,552 were awarded to members seeking to pursue their diplomas, bachelor's and master's degrees from SAFRA's education partners such as Singapore University of Social Sciences, James Cook University, Aventis School of Management, Amity Global Institute and Auston Institute.

New privileges were also secured on a variety of courses to better support members' learning needs. From 1 January 2023, members enjoyed a 10% discount on diploma programmes as well as a $1,000 discount for diploma and higher diploma holders pursing final-year top-up degree programmes offered by TMC Academy.

Recipients of the SAFRA Education Scheme sponsorships participated in a virtual award ceremony on 8 December 2022, hosted by the SAFRA Education Committee.

MICRO CLUB BENEFITS

BITEZ

Over 300 Bitez members continued to enjoy a variety of attractive F&B promotions and treats during the year, including discounted vouchers from brands such as Barcook Bakery, Famous Amos, Food Republic, Four Leaves, KFC, Soup Restaurant, Canadian 2 for 1 Pizza and Ya Kun.

SAFRA ENTREPRENEURS' CLUB

The SAFRA Entrepreneurs' Club (SEC) organised a series of seminars, events and online contests during the year to provide its over 230 members as well as other NSmen who were keen to be entrepreneurs, with the opportunity to network and gain valuable insights from industry experts and business professionals. More than 6,400 participated in the activities organised.

A seminar on franchising was organised on 28 May 2022 in collaboration with the Franchising and Licensing Association (Singapore), featuring several speakers from successful franchise brands who shared useful insights about the industry. Members also had networking opportunities during a gathering organised on 28 June 2022 to inspire attendees with innovative ideas pitched by participants at the Entrepreneurship World Cup Finals held by GEN Singapore at SAFRA Mount Faber on 19 July 2022.

On 26 and 27 November 2022, the SAFRA Entrepreneurs' Marketplace was organised at SAFRA Toa Payoh, providing 14 social entrepreneurs with the opportunity to showcase and sell their products and services, while 'The Journey Point: Social Enterprise Edition' organised in collaboration with Stark Media provided participants with the opportunity to hear the personal accounts of how four speakers successfully started their businesses and made a positive impact on society.

MOVIEMAX

Over 1,500 MovieMax members continued to enjoy attractive movie privileges at Shaw Theatres at JCube, Lot One, Paya Lebar Quarter, Seletar Mall and Waterway Point. Over 2,000 preview tickets, complimentary movie passes and premiums were also given out to members for 69 movies, such as 'Avatar: The Way of Water', 'Black Adam', 'Doctor Strange in the Multiverse of Madness', 'Fantastic Beasts: The Secrets Of Dumbledore', 'Jurassic World Dominion', 'Marvel Studios Black Panther: Wakanda Forever', 'Minions: The Rise of Gru', 'Puss In Boots: The Last Wish' and 'Shazam! Fury of the Gods'.

The SAFRA Entrepreneurs' Marketplace attracted over 5,000 visitors.

EXCITING EVENTS & ACTIVITIES

NSmen and their families enjoyed a wide range of activities to keep fit, bond and showcase their creativity. Many also participated in the series of SAFRA Cares events organised to commemorate SAFRA's 50th anniversary and raise funds for charity.

SAFRA CARES

Mr Zaqy Mohamad flagging off the SAFRA Wheels & Feet Charity Challenge along Punggol Waterway Park on 9 April 2022, the first among the series of SAFRA Cares events.

SAFRA WHEELS & FEET CHARITY CHALLENGE

Close to 1,900 NSmen and their families participated in the newly introduced SAFRA Wheels & Feet Charity Challenge held from 9 April to 28 May 2022. Organised by SAFRA Jurong, participants cycled, roller-bladed, ran and walked cumulative distances ranging from 5km to 500km as part of the 50-day virtual charity challenge. While most participants took the opportunity to exercise outdoors, some also clocked their registered distances on stationary bikes, treadmills, steppers and elliptical machines in the gyms. Over $193,000 was raised for the President's Challenge through event registration fees and donations by individual and corporate supporters.

SAFRA ESPORTS FIESTA WITH A HEART

Over 8,900 gamers, NSmen and their families participated in the SAFRA Esports Fiesta With A Heart, which featured a series of activities jointly organised by SAFRA Youth Network and SAFRA Yishun from July to November 2022. Twenty-four teams competed in the Call of Duty Mobile Tournament held in conjunction with the Asia Esports Festival at Kallang Wave Mall on 31 July 2022, attracting over 7,700 supporters and spectators who also enjoyed fringe activities. During the weekends from 29 October to 6 November 2022, NSmen and their families had fun engaging in e-gaming live screening parties, arcade games, mini competitions and trying their hand at claw machines as part of the Pubstomp and Play-To-Donate events held at SAFRA Yishun. A total of $100,000 was raised for the President's Challenge and SAF Care Fund as part of the SAFRA Esports Fiesta With A Heart through corporate donations, ticket sales and proceeds from games played.

The Call of Duty Mobile Tournament attracted throngs of supporters and spectators.

SAFRA CHARITY BOWL

Over 210 participants competed in a series of bowling tournaments held across five SAFRA clubs at Mount Faber, Tampines, Toa Payoh, Punggol and Yishun from 1 August to 18 September 2022, as part of the SAFRA Charity Bowl. Limited edition merchandise autographed by Team Singapore bowlers were also put up for sale, with proceeds going towards charity. Over $44,000 was raised for the President's Challenge and SAF Care Fund through event registration fees and donations by individual and corporate supporters.

A bowler from the Bowling Association for the Disabled (Singapore) competing in the corporate category.

SAFRA DIAPER DASH

Into its 6th edition, the SAFRA Diaper Dash was held at SAFRA Punggol and SAFRA Toa Payoh over two weekends from 3 to 11 September 2022, to provide parents with indelible bonding moments with their babies while raising funds for charity. Singapore's largest baby crawling competition saw 367 little ones aged 6 to 18 months old participating in a 3m race as parents cajoled them to cross the finish line. Other family members and friends also showed their support by contributing donations to the fund-raising effort, and the babies with the highest donations raised in each category were crowned SAFRA Cares Baby Ambassadors. NSmen and their families also enjoyed fun-filled activities such as painting, photo booths and a family dance party. Close to $88,000 was raised for the President's Challenge and SAF Care Fund through registration fees, donations and fringe activities.

Parents had a great time bonding with their babies.

SAFRA SWIM FOR HOPE

A record of over 4,800 national servicemen and their families participated in the 12th edition of SAFRA Swim For Hope organised by SAFRA Tampines from 1 September to 30 October 2022, to help raise funds for the needy and less privileged.

Over $260,000 was raised to support five beneficiaries – President's Challenge, Rainbow Centre, SAF Care Fund, Singapore Swimming Association Development Fund and Special Olympics Singapore. Funds were raised through registration fees, corporate and individual donations, as well as through crowdfunding by participants among their supporters for the first time.

The charity swim featured a series of individual categories (1km, 10km, 20km, NS55km), Families for Life parent and child categories (1km, 5km) and newly introduced team categories (50km, 100km, 250km) for participants to form groups of five or more swimmers to cumulatively clock the

Many participants clocked their laps at SAFRA swimming pools.

distance together. Participants swam at their own convenience at any swimming facility islandwide and logged their distances online.

The event continued to draw strong support from the Republic of Singapore Navy with 3,100 participants. Also lending their support were national swimmers such as the Quah siblings (Quah Ting Wen, Quah Zheng Wen and Quah Jing Wen), national divers Avvir Tham and Max Lee, along with para-athletes from Special Olympics Singapore.

The event's finale at SAFRA Tampines was graced by Mr Zaqy Mohamad, who presented the mock cheque of the funds raised to the five beneficiaries and tokens of appreciation to the top supporters and fundraisers.

LET'S GIFT FOR A REASON

Into its 7th edition, Let's Gift For A Reason was jointly organised by SAFRA Toa Payoh, SAFRA Community Services Club and SG Cares Office, across all six SAFRA clubs from 5 November to 18 December 2022. Held in conjunction with SG Cares Giving Week, the charity drive benefitted over 5,600 recipients from 21 beneficiary organisations, a 60% increase in the number of recipients compared to the previous year. This included over 630 less privileged children who had their wishes fulfilled with gifts bought by NSmen and members of the public, and 5,000 low-income households which received care packs comprising basic necessities worth a total of $100,000 funded by public donations.

Some volunteers among the 300 who helped in the packing and distribution of the care packs.

KEEPING FIT & HEALTHY

Participants of SAFRA Singapore Bay Run & Army Half Marathon 2022 enjoyed the convenience of being able to clock their distance anywhere, anytime, during the one-month virtual run.

SAFRA SINGAPORE BAY RUN & ARMY HALF MARATHON

Over 32,000 runners participated in the SAFRA Singapore Bay Run & Army Half Marathon, which was held virtually for the second year from 25 September to 23 October 2022. Into its 28th edition, the event was jointly organised by SAFRA and the Singapore Army to promote an active fitness culture and strengthen bonds among NSmen and their families. In addition to the signature 21km Half Marathon, 21km Cumulative Challenge and Families for Life 10km Cumulative Challenge, a new NS55 Cumulative Team Challenge was also introduced to encourage past and present SAF NSmen to participate together in teams of up to five runners to complete a total distance of 55km.

In appreciation of their contributions to Singapore's defence, SAF NSmen and SAF Volunteer Corps members enjoyed a special registration rate of only $10 per person across all categories, while SAFRA members and family members of participating SAF NSmen enjoyed a discounted fee of $15 per person. Participants also enjoyed enhanced entitlements with the addition of finisher tees for the 21km and NS55 categories.

SAFRA SQUASH OPEN

The 43rd edition of the SAFRA Squash Open was held at SAFRA Toa Payoh from 3 to 17 September 2022. Making a comeback after the pandemic, the tournament attracted 131 participants who competed in various categories, including the Men's Open, Men's Novice, Women's Open, Women's Novice and Veteran's Open.

SAFRA BADMINTON TOURNAMENT

The SAFRA Badminton Tournament was reintroduced at SAFRA Tampines from 25 February to 5 March 2023. Into its 11th edition, the event attracted a total of 280 participants who pitted their skills in various categories, including the Men's Singles Open, Women's Singles Open, Men's Doubles Open, Parent and Child, and Boys U19 Singles categories.

NSmen and their families pitted their skills at squash and badminton in tournaments organised at SAFRA clubs.

BONDING WITH FAMILY

One of the participating families of the Our NS Family Camp pitching their tent.

SAFRA FAMILY DAY OUT

Over 1,900 NSmen and their families participated in the SAFRA Family Day Out series, which featured activities spread across the year to provide opportunities for families to spend more quality time together.

On 27 and 28 May 2022, the Our NS Family Camp was held in conjunction with the Army Open House (AOH). During the overnight camp, families enjoyed a guided tour of the AOH and viewing of the night show at F1 Pit Building, along with a range of fun-filled NS-inspired activities such as tent pitching, combat ration tasting, a family exercise session and a route march to simulate the Passing Out Parade. An initiative of the Advisory Council on Community Relations in Defence (ACCORD), the camp was organised in commemoration of NS55 and SAFRA50, and supported by Families for Life.

Families also had fun engaging in various carnival games, face painting, balloon sculpting, craft activities and meeting Santa during the 'SAFRA Family Day Out – Christmas Village' held at Gardens by the Bay's Silver Garden on 17 December 2022.

On 25 March 2023, families learnt about sustainable farming during SAFRA Family Day Out held at City Sprouts. Many also had fun interacting with chickens and frogs, as well as participating in a scavenger hunt around the farm, mini car rides, a game of giant Snakes and Ladders and various craft workshops.

SAFRA LIL' STARS

Organised by SAFRA Toa Payoh, the 10th edition of SAFRA Lil' Stars was held from 25 June to 2 July 2022. The talent performance competition attracted close to 150 participants who showcased their talent and creativity as they sang and danced on stage in the Solo, Group and Families For Life Family categories. Many parents turned up at the event to cheer for their kids.

The Yet family joins the SAFRA Lil' Stars Families for Life Family category almost every year to bond.

NATIONAL DAY CELEBRATIONS

Over 43,000 NSmen and their families enjoyed the National Day Celebrations organised at all six SAFRA clubs on 9 August 2022. The live screening of the NDP was the main highlight of the evening and 600 NDP Engagement Fun Packs were given away to SAFRA members. Families also had the opportunity to learn about the importance of National Service through sharing sessions conducted by members of the SAFVL, including curated virtual tours of historical sites and military camps within the vicinity of each club. There were also plenty of fringe activities such as art and crafts, live performances, an online gameshow, terrarium workshop and photo booths to engage families, as well as Jumping Fitness and Zumba Fitness sessions for those who wished to work up a sweat. Many also penned heartfelt appreciation messages on dedication boards to thank national servicemen for defending our nation.

NSmen and their families participating in National Day-themed art and crafts.

SAFRA SPRINT KIDS

Organised by SAFRA Jurong, the 11th edition of SAFRA Sprint Kids was held over the weekend of 12 and 13 November 2022. Attracting close to 640 participants, the event featured fun-filled obstacle challenges inspired by Basic Military Training such as packing field packs, grenade throwing, weapon handling, the basic trainfire course, virtual live firing and a route march, providing NSmen with the opportunity to share their NS experiences and bond with their families.

Father-and-son pairs ensuring that all essential items are included in the field pack.

SAFRA PEDAL-LESS BIKE CHALLENGE

Close to 140 children aged 2 to 7 years old had fun participating in the SAFRA Pedal-less Bike Challenge organised by SAFRA Yishun on 26 February 2023. It was a test of skill and determination as the young riders propelled themselves forward using their feet and navigated an obstacle course, while many parents cheered them on.

It was a proud day for many parents.

HAVING FUN AND GETTING CREATIVE

NSmen and their families cheered for their favourite football teams at the SAFRA Football Bonanza.

SAFRA FOOTBALL BONANZA

Over 54,000 NSmen and their families gathered at SAFRA clubs islandwide for the live screening of the World Cup matches from 21 November to 18 December 2022. They also enjoyed various fringe activities such as foosball games, football clinics and e-games, football darts and a 'Predict the Winning Team' contest. SAFRA members were treated to complimentary F&B giveaways such as hotdog buns, roti prata, teh tarik, ice-cream and half-time snacks.

Participants testing their skills and aim at football darts.

ARTS@SAFRA

Over 17,000 NSmen and their families participated and enjoyed Arts@SAFRA programmes in collaboration with the National Arts Council during the year at SAFRA Toa Payoh and SAFRA Yishun.

On 3 and 10 June 2022, NSmen and their families were encouraged to enjoy a deliberative moment of stillness at SAFRA Toa Payoh as they appreciate a stunning 10m art mural installation with ambient sound compositions as part of the 'Becoming Still' art experience by Brilliant Corners. They also had the opportunity to meet the artist behind the idea.

On National Day, NSmen and their families were treated to two performances by Lyric Opera at SAFRA Toa Payoh, including 'The Tale of 3 Friends – A Pulau Ubin Story' and 'The Two Warriors of Pulau Hantu' in celebration of Singapore's rich history and cultural heritage. Many also participated in creating figurines which were showcased as part of the 'Resilient Through Change' art installation, featuring miniature military vehicles made from recycled materials, while others left their impressions of Singapore on the Doodle Wall by 'Built From Skratch'.

During the September and December school holidays, NSmen and their families enjoyed a series of interactive theatre performances at SAFRA Yishun such as the alphabet-themed acrobatic dance performance, 'Letters Come Alive!', by Rolypoly Family, as well as 'Ma Liang and The Magic Paintbrush' and 'Nutcracker and the Mouse King' performed by Act 3 International. Those with a passion for the performing arts also had the opportunity to participate in drama workshops, while others unleashed their creativity at making miniature toys such as snowmen and moose using recyclable materials during the season of giving.

In January 2023, visitors to SAFRA Yishun were also greeted by a bunny installation and learnt how to make paper peonies to usher in the Chinese New Year. Others made art pieces at various workshops using strings, stickers and acrylic paint on discs, which were incorporated into an environmentally-friendly art installation made from recycled domestic items.

NSmen and their families doodled their impressions of Singapore during National Day.

SAFRA THE ULTIMATE TALENT

Close to 240 participants competed in the 4th edition of SAFRA The Ultimate Talent organised by the SAFRA Youth Network. Featuring three categories, including Dance, Vocal and K-pop TikTok Dance, contestants posted their audition clips on Facebook and TikTok, and the finalists battled it out in front of a live audience at Paya Lebar Quarters on 11 February 2023.

The Lock Alliance (top) and Placeholder (below) groups emerged as champions of the Dance and Vocal categories respectively.

#CHILLAXWITHSYCC

Over 280 gamers participated in #ChillaxWithSYCC which featured a series of 12 online gaming sessions in 'Mobile Legends: Bang Bang' and 'Valorant' live-streamed on Facebook from 8 April to 24 June 2022. Organised by SAFRA Yishun and the SAFRA Tech Club, the series allowed participants to compete alongside professional and seasoned gamers such as Burn, Enya, Jayz, Supercatkei, V3rtigo, SelfridgeMissGaming, Sherr Ng, Rinruruu and TheOriginalHoneyComb. There were also a series of five virtual talks hosted by SAFRA Tech Club committee members from 8 July to 26 August 2022, covering topics such as Esports broadcasting, production and events.

SPORTING ACHIEVEMENTS

SAFRA and NSRCC sports teams competed and clinched top three positions in various tournaments during the year.

COMPETITION	PERIOD	CATEGORY	ACHIEVEMENT
SAFRA			
BADMINTON			
Our Tampines Hub Badminton Tournament 2022	June 2022	Men Doubles 100+	2nd Position
15th Chinese Swimming Club Age Group Badminton (Invitational) Tournament	September 2022	Men Doubles 90+	Champion
		Men Doubles 110+	2nd Position
Super September Series	September 2022	Woman Doubles	3rd Position
Hong Kah North Community Sports Network Badminton Tournament 2022	December 2022	Men Doubles 80+	Champion
SQUASH			
National Squash League 2022	May to July 2022	Ladies' Division 2	Champion
		Men's Grade F	2nd Position
		Men's Veterans 1	2nd Position
		Mixed Events Grade F	2nd Position
		Ladies' Division 1 Combined	2nd Position
		Men's Grade B and C Combined	3rd Position
SG Squash Circuit 2	June 2022	Men's Division 2	2nd Position
OncoCare 2022 SGSquash Junior Circuit	August 2022	Boys' Under 17	2nd Position
43rd SAFRA Squash Open	September 2022	Men's Veterans	Champion & 2nd Position
		Ladies' Open	Champion
		Men's Open	2nd & 3rd Positions
Pinnacle Squash Circuit 2022	November 2022	Men's Division 2	2nd Position
TABLE TENNIS			
SAFRA X Singapore Table Tennis Association (STTA) Table Tennis Championship 2022	June 2022	Boys Under 15	Champion & 3rd Position
		Girls Under 15	Champion
		Men's Singles	Champion
		Men's Team Open	2nd & 3rd Positions
Veteran Table Tennis Club Singapore (VTTCS) Veterans Team Masters Event	July 2022	Masters Team	Champion

SPORTING ACHIEVEMENTS

COMPETITION	PERIOD	CATEGORY	ACHIEVEMENT
SAFRA			
TABLE TENNIS			
VTTCS Char Yong National Masters Table Tennis League 2022	July to December 2022	Veteran	Champion
STTA National Table Tennis Grand Finale 2023	January to February 2023	Men's Singles	Champion & 3rd Position
		Women's Singles	Champion
		Men's Doubles	2nd & 3rd Positions
		Women's Doubles	3rd Position
		Mixed Doubles	3rd Position
A1 & Koh Enterprise Singapore/Malaysia Invitational Table Tennis Championship 2023	February 2023	Men's Team	3rd Position
NATIONAL SERVICE RESORT & COUNTRY CLUB			
BOWLING			
1st Quarterly Bowling Medal	February 2022	Men's	Champion, 2nd & 3rd Positions
		Women's	Champion
National Age Group Championship 2022	March 2022	Under 16 Singles (Girls)	Champion
		Under 21 Masters (Girls)	Champion
		Under 21 Doubles (Girls)	Champion
		Under 16 Team (Girls)	2nd Position
		Under 16 Quartet (Girls)	2nd Position
		Under 16 Masters (Girls)	2nd Position
		Under 21 Singles (Girls)	2nd Position
		Under 21 Quartet (Girls)	2nd Position
		Under 16 Doubles (Girls)	3rd Position
		Under 16 All Events (Girls)	3rd Position
		Under 21 All Events (Girls)	3rd Position
		Under 21 Masters (Girls)	3rd Position

SPORTING ACHIEVEMENTS

COMPETITION	PERIOD	CATEGORY	ACHIEVEMENT
NATIONAL SERVICE RESORT & COUNTRY CLUB			
BOWLING			
2nd Quarterly Bowling Medal	April 2022	Men's (Open)	Champion, 2nd & 3rd Positions
		Men's (Graded)	Champion, 2nd & 3rd Positions
		Women's (Open)	Champion, 2nd & 3rd Positions
3rd Quarterly Bowling Medal	July 2022	Men's (Open)	Champion, 2nd & 3rd Positions
		Men's (Graded)	Champion, 2nd & 3rd Positions
		Women's (Open)	Champion, 2nd & 3rd Positions
4th Quarterly Bowling Medal	September 2022	Men's (Open)	Champion, 2nd & 3rd Positions
		Men's (Graded)	Champion, 2nd & 3rd Positions
		Women's (Open)	Champion, 2nd & 3rd Positions
21st Metropolitan Waterworks Authority Asian Junior Tenpin Bowling Championship 2022	August 2022	Girls Singles (Squad 1)	Champion
		Girls Doubles (Squad 1)	Champion
		Girls Singles Combined	Champion
		All Girls Event	2nd Position
		Girls Team of 4	3rd Position
16th Asian Senior Bowling Championship 2022	November 2022	Men's Senior (50+) Singles	Champion
		Men's Senior (50+) Doubles	Champion
		Men's Senior (50+) All Event Standings	2nd Position
25th Annual Bowling Championship	December 2022	Men's (Open)	Champion, 2nd & 3rd Positions
		Men's (Graded)	Champion, 2nd & 3rd Positions
		Women's (Open)	Champion, 2nd & 3rd Positions
GOLF			
2022 Singapore Golf Association Inter-Club League	May 2022	Inter-Club Tournament Men's 'A' Division	Champion

LOOKING FORWARD

Over 200,000 NSmen and their families visited the new SAFRA Choa Chu Kang during its month-long open house.

2023 is an exciting year as SAFRA's seventh club opens its doors to NSmen and their families. As part of the government's continuing efforts to recognise NSmen for their contributions towards Singapore's defence, SAFRA Choa Chu Kang offers a wide range of facilities for fitness, family bonding, recreation and dining, to cater to the lifestyle needs of NSmen and their families living in the north-western part of Singapore.

A unique 'Fitness Oasis', it is the first SAFRA club to have a sheltered swimming pool and futsal court, as well as a 150-metre sky running track winding along its fourth level. NSmen and their families can also enjoy a good workout at the club's Integrated Fitness and Wellness Hub which spans close to 2,700m² and houses SAFRA's largest EnergyOne gym equipped with the latest range of top-branded training equipment and a Mixed Martial Arts arena, along with an academy for Brazilian Jiu-Jitsu, a Balinese-inspired spa and physiotherapy centre.

SAFRA Choa Chu Kang also has a comprehensive suite of facilities for families, including NurtureStars Preschool, student care, six enrichment centres and a sports-themed indoor inflatable park at Bouncetopia by Kiztopia Group where families can bond through play.

To provide more opportunities for NSmen to get together and have fun, the club also has an Integrated Entertainment Hub managed by Sonic Bowl which features an 18-lane bowling centre, karaoke and darts facilities, along with food, all offered within the same area spanning over 2,200m² to provide an ideal one-stop destination for NSmen to socialise and for large group activities to be organised. There are also four games rooms which SAFRA members can book, a Clique Gaming café and plenty of dining options such as the first Burger King outlet with a drive-through in Singapore and a unique military-themed CAMO Café & Bar jointly managed by Tung Lok Group and SAFRA.

Nestled within Choa Chu Kang Park, the new club is also the first sports and recreation building to be certified Green Mark (GM) Platinum Super Low Energy under the Building and Construction Authority's GM: 2021 Full Certification Scheme. Over 660 solar panels are installed on the roof of the club to generate over 450,000 kilowatt hours of electricity annually, which is equivalent to powering approximately 96 units of 4-room HDB for one year.[1] This is the highest among all SAFRA clubs. To reduce energy consumption, the club also uses a heat recovery system to provide hot water for showers and an intelligent energy management system, coupled with energy efficient LED lights and lighting sensors for the building. Many spaces within the club are designed to maximise natural ventilation and sunlight. Besides saving energy, SAFRA Choa Chu Kang is also the first SAFRA club to harvest rainwater from rooftop collection points to be stored for irrigation purposes, and this is expected to save enough water to fill two Olympic-sized swimming pools annually.

To mark the launch of the new club, a month-long open house was organised from 10 June to 9 July 2023, where NSmen and their families enjoyed free trials and special discounts at various facilities, free F&B giveaways for SAFRA members, as well as a string of activities, including the inaugural SAFRA Fitness Race, a multi-obstacle challenge held over two weekends. The event was graced by Mr Zaqy Mohamad, Minister for Trade and Industry and Grassroots Advisor to Chua Chu Kang Group Representation Constituency (GRC) Grassroots Organisations Mr Gan Kim Yong, along with other Grassroots Advisors for Chua Chu Kang GRC. More programmes will be organised by the club to energise and bond NSmen and their families down the road.

In the coming year, NSmen and their families can also look forward to many new and exciting initiatives and activities as SAFRA joins the nation in commemorating 40 Years of Total Defence. SAFRA will also continue to enhance its suite of membership benefits to better meet NSmen's lifestyle needs and provide an increasingly personalised membership experience through the SAFRA app in the years ahead.

With the steadfast support of members, volunteers, corporate partners and the community, we are confident that SAFRA will continue to grow from strength to strength in providing a unique and memorable SAFRA experience for members to keep fit, have fun and bond with fellow NSmen and their families.

[1] Based on estimated average monthly household electricity consumption for one 4-room HDB= 390 kWh monthly.

FINANCIAL HIGHLIGHTS & STATEMENTS

For the year under review, total income rose by 26.5%, or $24.6m, to $117.3m. This was largely due to higher income derived from membership, fruit machines, rental & facilities and media & entertainment, following the easing of COVID-19 restrictions in April 2022.

Total expenditure increased by 10.5%, or $14.5m, to $152m. This was primarily attributed to the operating costs of the clubhouses with the resumption of events and activities and expenditure for SAFRA's 50th anniversary celebrations.

Consequently, the Group delivered a deficit before government grants of $34.6m, lower than the deficit of $44.8m in the previous financial year.

After government grants, amortisation of deferred capital grant and development fund, and income tax, the Group's net deficit was $0.5m, an improvement of 96% from the previous financial year, which registered a net deficit of $11.6m.

The Group received $23.9m in government grants for the year under review. This was $0.6m higher compared to the previous financial year.

As at 31 March 2023, the Group's total reserves at $375.6m were $6.2m (1.6%) lower compared to the previous financial year, mainly due to the net fair value movement of investment 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 NSmen and their families to recognise their contributions towards National Defence.

The financial outlook is expected to remain challenging. For financial sustainability, SAFRA will continue to focus on the development of sustainable business opportunities to diversify its revenue sources, implement appropriate cost management measures and enhance operational efficiency.

FINANCIAL STATEMENTS

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, thereon, 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 2023, 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 Singapore Financial Reporting Standards; 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

ZAQY MOHAMAD
President

HO CHIN NING
General Secretary

Dated: 9 October 2023

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 comprises the statement of financial position of the Association and consolidated statement of financial position of the Group as at 31 March 2023, 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 a summary of significant accounting policies.

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 2023, 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance 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.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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.

(c) the fund-raising appeals held from 9 April 2022 to 18 December 2022 have been carried out in accordance with Regulation 6 of the Societies Regulations issued under the Act and proper accounts and other records have been kept of the fund-raising appeals.

PKF-CAP LLP

PKF-CAP LLP
Public Accountants and
Chartered Accountants

Singapore

Date: 9 October 2023

STATEMENTS OF FINANCIAL POSITION

		The Group		
	Note	**31 March 2023 $**	31 March 2022 (Restated) $	1 April 2021 (Restated) $
ASSETS				
Non-Current Assets				
Property, plant and equipment	4	233,516,064	214,527,063	208,205,585
Intangible assets	5	-	-	-
Right-of-use assets	6	74,747,734	70,697,818	50,877,215
Investment securities	7	136,863,766	187,314,520	182,640,386
Investment in a subsidiary	8	-	-	-
		445,127,564	472,539,401	441,723,186
Current Assets				
Inventories		220,533	104,930	162,285
Trade and other receivables	9	59,505,891	13,443,332	17,236,520
Investment securities	7	1,490,190	-	1,509,387
Fixed deposits	10	131,224,935	107,664,377	112,553,356
Cash and bank balances	11	18,762,721	27,239,838	30,211,470
		211,204,270	148,452,477	161,673,018
Total assets		656,331,834	620,991,878	603,396,204
RESERVES				
Building/extension fund	12	121,452,048	121,452,048	121,452,048
Sinking fund	13	23,866,983	23,866,983	23,866,983
Capital reserve	14	177,874,343	177,874,343	177,874,343
Fair value reserve	15	860,597	6,764,089	9,896,405
Accumulated surplus	16	51,623,165	51,971,504	60,759,088
Total reserves		375,677,136	381,928,967	393,848,867
LIABILITIES				
Non-Current Liabilities				
Contract liabilities	17	32,220,470	25,411,835	27,622,973
Lease liabilities	18	2,591,955	5,076,771	7,762,896
Development fund	19	4,265,777	5,226,751	6,381,394
Deferred capital grant	20	169,238,707	150,696,133	106,645,909
		208,316,909	186,411,490	148,413,172
Current Liabilities				
Trade and other payables	21	44,280,511	33,781,859	38,507,456
Current tax payable	26(b)	5,879	6,723	6,586
Contract liabilities	17	18,506,827	15,729,374	17,780,756
Lease liabilities	18	8,583,598	1,978,822	3,684,724
Development fund	19	960,974	1,154,643	1,154,643
		72,337,789	52,651,421	61,134,165
Total liabilities		280,654,698	239,062,911	209,547,337
Total reserves and liabilities		656,331,834	620,991,878	603,396,204

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

STATEMENTS OF FINANCIAL POSITION (CONT'D)

		The Association		
		31 March 2023	31 March 2022 (Restated)	1 April 2021 (Restated)
	Note	**$**	$	$
ASSETS				
Non-Current Assets				
Property, plant and equipment	4	233,500,398	214,497,300	208,164,925
Intangible assets	5	-	-	-
Right-of-use assets	6	74,747,734	70,697,818	50,877,215
Investment securities	7	136,863,766	187,314,520	182,640,386
Investment in a subsidiary	8	100,000	100,000	100,000
		445,211,898	472,609,638	441,782,526
Current Assets				
Inventories		220,533	104,930	162,285
Trade and other receivables	9	59,504,091	13,441,531	17,236,400
Investment securities	7	1,490,190	-	1,509,387
Fixed deposits	10	131,224,935	107,664,377	112,553,356
Cash and bank balances	11	18,762,721	27,239,838	30,211,470
		211,202,470	148,450,676	161,672,898
Total assets		656,414,368	621,060,314	603,455,424
RESERVES				
Building/extension fund	12	121,452,048	121,452,048	121,452,048
Sinking fund	13	23,866,983	23,866,983	23,866,983
Capital reserve	14	177,874,343	177,874,343	177,874,343
Fair value reserve	15	860,597	6,764,089	9,896,405
Accumulated surplus	16	51,554,378	51,872,003	60,389,289
Total reserves		375,608,349	381,829,466	393,479,068
LIABILITIES				
Non-Current Liabilities				
Contract liabilities	17	32,220,470	25,411,835	27,622,973
Lease liabilities	18	2,591,955	5,076,771	7,762,896
Development fund	19	4,265,777	5,226,751	6,381,394
Deferred capital grant	20	169,238,707	150,696,133	106,645,909
		208,316,909	186,411,490	148,413,172
Current Liabilities				
Trade and other payables	21	44,437,711	33,956,519	38,943,061
Current tax payable	26(b)	-	-	-
Contract liabilities	17	18,506,827	15,729,374	17,780,756
Lease liabilities	18	8,583,598	1,978,822	3,684,724
Development fund	19	960,974	1,154,643	1,154,643
		72,489,110	52,819,358	61,563,184
Total liabilities		280,806,019	239,230,848	209,976,356
Total reserves and liabilities		656,414,368	621,060,314	603,455,424

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

	Note	**Year ended 31 March 2023 $**	Year ended 31 March 2022 (Restated) $
Income			
Fruit machines	3	12,914,411	8,934,115
Membership	3	14,883,142	10,571,499
Rental and booking of facilities	3	31,557,265	21,195,615
Gym	3	3,750,084	2,653,526
Commission	3	541,497	533,048
Courses and programmes	3	2,469,298	1,172,896
Golf tournaments, green fees and buggy rentals	3	8,600,235	10,530,872
Media and entertainment	3	29,422,451	25,783,498
Driving range	3	382,690	411,494
Subscription fees	3	4,392,520	4,536,013
Interest income		2,757,363	589,388
Other gains - net	22	5,677,345	5,825,678
		117,348,301	92,737,642
Expenditure			
Fees paid to auditors of the Group		194,771	135,565
Bad debts written off		8,576	959
Bank charges		684,556	524,160
Unit cohesion events		553,500	10,304
Computer related expenses		2,363,331	2,395,341
Consultancy/professional fees		150,113	221,572
Depreciation of property, plant and equipment	4	20,939,401	20,788,100
Amortisation of right-of-use assets	6	14,394,561	13,773,054
Employee benefits	23	67,787,127	62,675,479
Loss on disposal of property, plant and equipment		263,764	46,178
Licence fees		1,618,856	1,511,203
Maintenance expenses		14,062,901	14,004,981
Membership expenses		1,261,397	721,314
Property tax		1,872,402	1,255,750
Publications, publicity, promotions and production expenses		10,941,602	8,444,384
Rental on operating leases		926,572	1,141,005
Security expenses		1,822,370	1,929,644
Social and sports activities		3,136,530	1,585,283
Utilities		5,835,806	3,894,081
Finance costs		101,248	164,815
Reversal of impairment of debt instruments		-	(247,409)
Others	24	3,056,011	2,544,951
		151,975,395	137,520,714
Deficit before government grants		(34,627,094)	(44,783,072)
Operating grants from the Ministry of Defence ("MINDEF")	25	23,942,971	23,289,317
Amortisation of deferred capital grant	20	9,014,483	8,761,277
Amortisation of development fund	19	1,154,643	1,154,643
Deficit before income tax		(514,997)	(11,577,835)
Income tax	26(a)	(5,879)	(6,723)
Net deficit for the year		(520,876)	(11,584,558)

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 2023 $**	Year ended 31 March 2022 (Restated) $
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	27	(6,549,982)	2,331,764
Items that may be reclassified subsequently to profit or loss:			
- Fair value gain/(loss) on debt instruments at fair value through other comprehensive income	27	847,930	(295,803)
- Realised gain on debt instruments at fair value through other comprehensive income reclassified to profit or loss	22, 27	(28,903)	(2,371,303)
		819,027	(2,667,106)
Other comprehensive loss for the year, net of tax		(5,730,955)	(335,342)
Total comprehensive loss for the year		(6,251,831)	(11,919,900)

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

	Building/ extension fund $ (Note 12)	Sinking fund $ (Note 13)	Capital reserve $ (Note 14)	Fair value reserve $ (Note 15)	Accumulated surplus $ (Note 16)	Total $
Balance at 1 April 2021 (Restated)	121,452,048	23,866,983	177,874,343	9,896,405	60,759,088	393,848,867
Net deficit for the year	-	-	-	-	(11,584,558)	(11,584,558)
Other comprehensive loss	-	-	-	(335,342)	-	(335,342)
Total comprehensive loss for the year	-	-	-	(335,342)	(11,584,558)	(11,919,900)
Realisation of fair value reserve	-	-	-	(2,796,974)	2,796,974	-
Balance at 31 March 2022 (Restated)	121,452,048	23,866,983	177,874,343	6,764,089	51,971,504	381,928,967
Net deficit for the year	-	-	-	-	(520,876)	(520,876)
Other comprehensive loss	-	-	-	(5,730,955)	-	(5,730,955)
Total comprehensive loss for the year	-	-	-	(5,730,955)	(520,876)	(6,251,831)
Realisation of fair value reserve	-	-	-	(172,537)	172,537	-
Balance at 31 March 2023	121,452,048	23,866,983	177,874,343	860,597	51,623,165	375,677,136

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 2023 $	Year ended 31 March 2022 (Restated) $
Cash flows from operating activities			
Deficit before income tax		(514,997)	(11,577,835)
Adjustments for:			
Bad debts written off		8,576	959
Depreciation of property, plant and equipment	4	20,939,401	20,788,100
Amortisation of right-of-use assets	6	14,394,561	13,773,054
Loss on disposal of property, plant and equipment		263,764	46,178
Reversal of impairment of debt instruments		-	(247,409)
Interest expense on lease liabilities	A	101,248	164,815
Interest income		(2,757,363)	(589,388)
Investment income from fund managers, net	22	(3,228,113)	(2,415,236)
Reclassification of realised (gain)/loss on disposal of debt instruments	22	(28,903)	(2,371,303)
Amortisation of development fund	19	(1,154,643)	(1,154,643)
Amortisation of deferred capital grant	20	(9,014,483)	(8,761,277)
Surplus before working capital changes		19,009,048	7,656,015
Decrease in trade and other receivables		124,473	2,216,719
(Increase)/Decrease in inventories		(115,603)	57,355
Increase/(Decrease) in trade and other payables		8,298,653	(4,314,825)
Increase/(Decrease) in contract liabilities		9,586,088	(4,262,520)
Cash generated from operating activities		36,902,659	1,352,744
Interest received		1,767,145	661,686
Income tax paid	26(b)	(6,723)	(6,586)
Net cash generated from operating activities		38,663,081	2,007,844
Cash flows from investing activities			
Increase in fixed deposits pledged as security to a bank		(42)	(374,902)
Decrease/(Increase) in fixed deposits non-pledged maturing after 3 months		(34,427,588)	9,428,442
Proceeds from property, plant and equipment		40,476	15,087
Acquisition of property, plant and equipment	4	(40,232,642)	(27,581,614)
Proceeds from disposal of investment securities		1,281,235	1,533,859
Additions of right-of-use assets	6	(907,214)	(28,996,845)
Net cash used in investing activities		(74,245,775)	(45,975,973)
Cash flows from financing activities			
Deferred capital grant received		27,557,057	54,314,712
Repayment of lease liabilities	A	(11,217,304)	(8,988,839)
Interest paid	A	(101,248)	(164,815)
Net cash generated from financing activities		16,238,505	45,161,058
Net (decrease)/increase in cash and cash equivalents		(19,344,189)	1,192,929
Cash and cash equivalents at beginning		83,219,459	82,026,530
Cash and cash equivalents at end	11	63,875,270	83,219,459

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 1 April 2022	New leases	Interest expense	Payment	Interest paid	**As at 31 March 2023**
	$	$	$	$	$	$
Lease liabilities	7,055,593	15,337,264	101,248	(11,217,304)	(101,248)	11,175,553

	Non-cash items			Cash flow		
	As at 1 April 2021	New leases	Interest expense	Payment	Interest paid	As at 31 March 2022
	$	$	$	$	$	$
Lease liabilities	11,447,620	4,596,812	164,815	(8,988,839)	(164,815)	7,055,593

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 8.

The financial statements of the Association and of the Group for the financial year ended 31 March 2023 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 ('$') 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 2023 was $233,516,064 and $233,500,398 (2022 - $214,527,063 and $214,497,300) 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 $2,094,000 (2022 - $2,079,000).

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 $131,516,511 at 31 March 2023 (2022 - $141,820,777) and these assets are depreciated over its 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 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 August 2022, the Division had renewed the lease agreement and extended the lease period to 31 December 2024.

If the Division is unable to renew the lease with MINDEF when it expires on 31 December 2024, the Division 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 renewable if there is no change in the principal activities of SDE and the office premises is not required for national purposes.

With effect from December 2018, depreciation for parts of the fixtures and equipment were accelerated, tagged with MINDEF's lease, which has been discontinued after 31 March 2023.

Estimation of the incremental borrowing rate ("IBR") (Note 18)

For the purpose of calculating the right-of-use asset and lease liability, the Group applies the interest rate implicit in the lease ("IRIIL") and, if the IRIIL 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 IRIIL 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 6 and 18 respectively.

The impact of any change and sensitivity analysis in the estimated IBR on the Division'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 Association to restore the land or the premises to its original condition, the Association is obligated to do so.

NOTES TO THE FINANCIAL STATEMENTS

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

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

Dismantlement, removal or restoration costs for property, plant and equipment (Cont'd)

(i) SAFRA Headquarters and Clubs' agreement with MINDEF

The Division has assumed that the landlords will not impose this requirement and therefore has not provided for any costs of dismantlement, removal or restoration for all clubhouses except SAFRA Tampines. The Division 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 Division has assessed that the provision for reinstatement cost is immaterial and therefore has not provided for any costs of dismantlement, removal or restoration.

Significant judgements used in applying accounting policies

Provision for expected credit losses of investment securities (Note 7) and receivables (Note 9)

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 18)

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 actually 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 2022/2023

On 1 April 2022, 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 1	Classification of Liabilities as Current or Non-current	1 January 2023
Amendments to FRS 1 and FRS Practice Statement 2	Disclosure of Accounting Policies	1 January 2023
Amendments to FRS 8	Definition of Accounting Estimates	1 January 2023
Amendments to FRS 12	Deferred Tax related to Assets and Liabilities Arising from a Single Transaction	1 January 2023
Amendments to FRS 116	Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to FRS 1	Non-current Liabilities with Covenants	1 January 2024
Amendments to FRS 110 and FRS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be confirmed

The Management do not expect that the adoption of the above standard will have any material impact on the financial statements in the period of initial application.

2(d) Summary of significant accounting policies

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 8 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) Summary of significant accounting policies (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) Summary of significant accounting policies (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.

<u>Offsetting of financial instruments</u>
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
<u>Initial recognition and measurement</u>
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) Summary of significant accounting policies (Cont'd)

Financial instruments(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 market place (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:

- <u>Amortised cost</u>
  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 (trade).

  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) Summary of significant accounting policies (Cont'd)

Financial instruments (Cont'd)

Financial assets (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) Summary of significant accounting policies (Cont'd)

Financial instruments (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) Summary of significant accounting policies (Cont'd)

Financial instruments (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.

Customer loyalty programme

NSRCC has a customer loyalty programme whereby members are awarded credits known as 'spending credits' which could be used to set off against subscription fees and/or any other in-house charges billed to each member's membership account. The fair value of the consideration received or receivable in respect of the initial sale is allocated between the 'spending credits' and the other components of the sale.

The amounts allocated to the credits are estimated by reference to the fair value of the 'spending credits' and the fair value is estimated based on the dollar value of the 'spending credits' and the expected forfeiture rate.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Customer loyalty programme (Cont'd)

Such amount is deferred and revenue is recognised when the 'spending credits' are redeemed and NSRCC has fulfilled its obligations to supply the goods and services. The amount of revenue recognised in those circumstances is based on the quantum of 'spending credits' that have been redeemed in exchange for goods and services. Such deferred 'spending credits' is also released to revenue when it is no longer considered probable that the 'spending credits' will be redeemed.

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.

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 asset's 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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Impairment of non-financial assets (Cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Revenue recognition (Cont'd)

(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.

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 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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Leases (Cont'd)

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

(a) Lease liability (Cont'd)

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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Leases (Cont'd)

(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.

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.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Government grants

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 NSRCC's new 9-hole golf course and development of additional recreational, social and sports facilities; and
(iv) development costs of SAFRA Punggol and SAFRA Choa Chu Kang

Government grants related to rental subvention and operating activities are presented in the statement of profit or loss under "Operating grants from MINDEF".

Government grants related to construction of NSRCC's new golf course and facilities and development of SAFRA Punggol and SAFRA Choa Chu Kang are recorded as "Deferred capital grant" in the statements of financial position. These deferred capital grants are amortised and credited to the profit or loss over the period necessary to match them on a systematic basis, to the costs, which it is intended to compensate.

Jobs Support Scheme ("JSS")

JSS was announced at Budget 2020 to provide wage support to employers, helping enterprises retain their local employees (Singapore Citizens and Permanent Residents) during the COVID-19 pandemic period of economic uncertainty. JSS payouts are intended to offset and protect local employees' wages. The government will co-fund between 25% to 75% of the first $4,600 of gross monthly wages paid to each local employee in a ten-month period through cash subsidies. The cash grant will be automatically computed based on mandatory CPF contribution data. The grant from these schemes are recognised in the profit or loss over the ten-month period, beginning from April 2020, when there is reasonable assurance that the grant will be received and all attaching conditions are complied with.

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 capital reserve.

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 capital reserve.

Capital reserve

Capital reserve represents the utilised fund from the building/extension fund and sinking fund. Upon capitalisation of the expenditure, the utilised funds will be transferred from building/extension fund and sinking fund to capital reserve.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

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
- (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 party refers to SRCC Pte Ltd, a subsidiary within SAFRA.

NOTES TO THE FINANCIAL STATEMENTS

2(d) Summary of significant accounting policies (Cont'd)

Related parties (Cont'd)

One of the divisions of the Association namely, SAFRA Headquarters and Clubs, entered into joint management agreement with an external party under which SAFRA Headquarters and Clubs and the external party would jointly manage the operation. The jointly managed operation is considered to be a related party 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:

	2023 $			2022 $		
	At a point in time	Over time	Total	At a point in time	Over time	Total
Income						
Fruit machines	12,914,411	-	12,914,411	8,934,115	-	8,934,115
Membership	2,188	14,880,954	14,883,142	1,926	10,569,573	10,571,499
Rental and booking of facilities	13,533,051	18,024,214	31,557,265	6,020,362	15,175,253	21,195,615
Gym	132,441	3,617,643	3,750,084	34,375	2,619,151	2,653,526
Commission	541,497	-	541,497	533,048	-	533,048
Courses and programmes	216,125	2,253,173	2,469,298	119,914	1,052,982	1,172,896
Golf tournaments, green fees and buggy rental	8,600,235	-	8,600,235	10,530,872	-	10,530,872
Media and entertainment	24,944,304	4,478,147	29,422,451	23,700,351	2,083,147	25,783,498
Driving range	382,690	-	382,690	411,494	-	411,494
Subscription fees	-	4,392,520	4,392,520	-	4,536,013	4,536,013
	61,266,942	47,646,651	108,913,593	50,286,457	36,036,119	86,322,576

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 2021	304,608,886	63,948,671	18,196,556	8,647,764	4,895,220	8,216,307	25,489,612	14,814,361	448,817,377
Additions	1,652,480	19,703	468,524	137,207	-	1,766,272	2,265,121	21,272,307	27,581,614
Disposals	(1,173,621)	-	(406,474)	(745,826)	-	(99,479)	(624,298)	-	(3,049,698)
Transfers	332,192	-	65,543	-	-	-	873,623	(1,271,358)	-
At 31 March 2022	305,419,937	63,968,374	18,324,149	8,039,145	4,895,220	9,883,100	28,004,058	34,815,310	473,349,293
Additions	1,258,966	20,750	595,417	449,238	-	2,405,731	1,802,788	33,699,752	40,232,642
Disposals	(1,269,237)	-	(774,254)	(2,405)	-	(1,515)	(415,545)	-	(2,462,956)
Transfers	1,092,096	454,267	237,257	38,000	-	-	947,274	(2,768,894)	-
Reclass	(52,625)	-	-	-	-	-	52,625	-	-
At 31 March 2023	306,449,137	64,443,391	18,382,569	8,523,978	4,895,220	12,287,316	30,391,200	65,746,168	511,118,979
Accumulated depreciation									
At 1 April 2021	152,348,412	38,172,138	14,354,809	6,725,724	4,895,220	4,212,896	19,902,593	-	240,611,792
Depreciation	11,990,147	2,480,405	1,236,043	774,212	-	1,651,845	2,655,448	-	20,788,100
Disposals	(739,399)	-	(404,211)	(745,097)	-	(75,066)	(613,889)	-	(2,577,662)
At 31 March 2022	163,599,160	40,652,543	15,186,641	6,754,839	4,895,220	5,789,675	21,944,152	-	258,822,230
Depreciation	12,321,980	2,133,774	1,203,510	666,041	-	1,769,483	2,844,613	-	20,939,401
Disposals	(973,574)	-	(768,193)	(2,405)	-	(1,443)	(413,101)	-	(2,158,716)
Reclass	(14,940)	-	-	-	-	-	14,940	-	-
At 31 March 2023	174,932,626	42,786,317	15,621,958	7,418,475	4,895,220	7,557,715	24,390,604	-	277,602,915
Net book value									
At 31 March 2023	131,516,511	21,657,074	2,760,611	1,105,503	-	4,729,601	6,000,596	65,746,168	233,516,064
At 31 March 2022	141,820,777	23,315,831	3,137,508	1,284,306	-	4,093,425	6,059,906	34,815,310	214,527,063

Included in work-in-progress is the construction cost of SAFRA Choa Chu Kang amounting to $57,027,979 (2022 - $30,764,464).

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 2021	304,530,664	63,948,671	18,196,556	8,647,764	4,895,220	8,216,307	25,353,387	14,814,361	448,602,930
Additions	1,652,480	19,703	468,524	137,207	-	1,766,272	2,258,871	21,272,307	27,575,364
Disposals	(1,173,621)	-	(406,474)	(745,826)	-	(99,479)	(622,268)	-	(3,047,668)
Transfers	332,192	-	65,543	-	-	-	873,623	(1,271,358)	-
At 31 March 2022	305,341,715	63,968,374	18,324,149	8,039,145	4,895,220	9,883,100	27,863,613	34,815,310	473,130,626
Additions	1,258,966	20,750	595,417	449,238	-	2,405,731	1,801,353	33,699,752	40,231,207
Disposals	(1,269,237)	-	(774,254)	(2,405)	-	(1,515)	(407,042)	-	(2,454,453)
Transfers	1,092,096	454,267	237,257	38,000	-	-	947,274	(2,768,894)	-
Reclass	(52,625)	-	-	-	-	-	52,625	-	-
At 31 March 2023	306,370,915	64,443,391	18,382,569	8,523,978	4,895,220	12,287,316	30,257,823	65,746,168	510,907,380
Accumulated depreciation									
At 1 April 2021	152,286,183	38,172,138	14,354,809	6,725,724	4,895,220	4,212,896	19,791,035	-	240,438,005
Depreciation	11,984,664	2,480,405	1,236,043	774,212	-	1,651,845	2,643,784	-	20,770,953
Disposals	(739,399)	-	(404,211)	(745,097)	-	(75,066)	(611,859)	-	(2,575,632)
At 31 March 2022	163,531,448	40,652,543	15,186,641	6,754,839	4,895,220	5,789,675	21,822,960	-	258,633,326
Depreciation	12,316,497	2,133,774	1,203,510	666,041	-	1,769,483	2,834,564	-	20,923,869
Disposals	(973,574)	-	(768,193)	(2,405)	-	(1,443)	(404,598)	-	(2,150,213)
Reclass	(14,940)	-	-	-	-	-	14,940	-	-
At 31 March 2023	174,859,431	42,786,317	15,621,958	7,418,475	4,895,220	7,557,715	24,267,866	-	277,406,982
Net book value									
At 31 March 2023	131,511,484	21,657,074	2,760,611	1,105,503	-	4,729,601	5,989,957	65,746,168	233,500,398
At 31 March 2022	141,810,267	23,315,831	3,137,508	1,284,306	-	4,093,425	6,040,653	34,815,310	214,497,300

Included in work-in-progress is the construction cost of SAFRA Choa Chu Kang amounting to $57,027,979 (2022 - $30,764,464).

NOTES TO THE FINANCIAL STATEMENTS

5 Intangible assets

The Group and The Association	Computer software $
Cost	
At 1 April 2021, at 31 March 2022 and 31 March 2023	1,493,922
Accumulated amortisation	
At 1 April 2021	1,493,922
Amortisation	-
At 31 March 2022	1,493,922
Amortisation	-
At 31 March 2023	1,493,922
Net book value	
At 31 March 2023	-
At 31 March 2022	-

6 Right-of-use assets

The Group and The Association	Clubhouses $	Office premises and equipment $	Land use rights $	Total $
Cost				
At 1 April 2021	19,556,944	9,799,124	38,845,815	68,201,883
Additions	-	4,596,812	28,996,845	33,593,657
At 31 March 2022	19,556,944	14,395,936	67,842,660	101,795,540
Additions	17,403,599	102,117	907,214	18,412,930
Modifications to lease terms	-	31,547	-	31,547
At 31 March 2023	36,960,543	14,529,600	68,749,874	120,240,017
Accumulated amortisation				
At 1 April 2021	10,303,673	2,086,896	4,934,099	17,324,668
Amortisation	6,507,583	3,298,846	3,966,625	13,773,054
At 31 March 2022	16,811,256	5,385,742	8,900,724	31,097,722
Amortisation	6,821,587	3,483,496	4,089,478	14,394,561
At 31 March 2023	23,632,843	8,869,238	12,990,202	45,492,283
Net book value				
At 31 March 2023	13,327,700	5,660,362	55,759,672	74,747,734
At 31 March 2022	2,745,688	9,010,194	58,941,936	70,697,818

Total cash outflows for right-of-use assets in the year relates to addition of Land use rights and amounts to $907,214 (2022 - $28,996,845).

Clubhouses
Included in clubhouses is the addition of $15,203,599 relating to the renewal of SAFRA Headquarters and Clubs' land lease with MINDEF from 1 September 2022 to 31 December 2024 and recognition of provision for reinstatement cost amounting to $2,200,000 for the relocation of leasehold properties at SAFRA Tampines.

NOTES TO THE FINANCIAL STATEMENTS

6 Right-of-use assets (Cont'd)

Land use rights (Cont'd)
The land use rights relates to upfront payment made by NSRCC of $13,364,495 in 2000 for its lease of the land for Kranji Sanctuary Golf Course for a period of 30 years, $25,332,600 in 2009 for its lease of land at Changi Golf Course and Clubhouse for a period of 15 years and $2,054,600 in 2010 for its lease of land at Changi Sea Sports Center for a period of 10 years.

Parts of the leasehold land at Changi Golf Course currently occupied by NSRCC have been acquired for road works in 2019 and drainage works in 2024. In relation to this land acquisition for national development, NSRCC has been informed that the lease payment that has been paid upfront will be used to set off against the future lease payable resulting from the extension of the current lease to 2040.

In March 2019, NSRCC had extended the Changi Golf Course land lease from 1 January 2024 till 31 December 2040 amounting to $22,458,257 which was substantially funded by MINDEF.

In November 2020, the Singapore Land Authority ("SLA") had requested NSRCC to regularise its membership lease condition for both land parcels at Kranji and Changi. This resulted in an additional premium of $1,398,564 which was substantially funded by MINDEF.

In May 2021, a plot of land at Changi site was alienated to NSRCC for the development of a Social and Recreation hub with a lease term till 31 December 2040. This resulted in a land premium payment of $28,938,605 to SLA which was fully funded by MINDEF.

In December 2022, the Division had extended the Changi Sea Sports Centre land lease from 1 January 2023 till 31 December 2025 amounting to $907,214, in which $816,492 of the lease payable was funded by MINDEF.

7 Investment securities

The Group and The Association

Financial assets at FVOCI	**2023** **$**	2022 $
Non-current		
Quoted bonds and notes, debt instruments (Note 7.1)	2,902,002	4,492,650
Quoted equities, equity instruments (Note 7.2)	3,618,073	4,137,973
Financial instruments managed by fund managers (Note 7.3)	130,343,691	178,683,897
	136,863,766	187,314,520
Current		
Quoted bonds and notes, debt instruments (Note 7.1)	1,490,190	-
	1,490,190	-
Total	138,353,956	187,314,520

7.1 Quoted bonds and notes

	2023 **$**	2022 $
At beginning of year	4,492,650	6,137,610
Fair value (loss)/gain recognised through OCI	(100,806)	(127,430)
Additions	-	-
Redemption	-	(1,519,000)
Reversal of impairment during the year	348	1,470
At end of year	4,392,192	4,492,650
Less: Current portion	(1,490,190)	-
Non-current portion	2,902,002	4,492,650

NOTES TO THE FINANCIAL STATEMENTS

7 Investment securities (Cont'd)

7.1 Quoted bonds and notes (Cont'd)

At the end of the reporting period, the fair value of quoted bonds and notes which are denominated in Singapore dollar is \$4,392,192 (2022 - \$4,492,650).

The fair value of the quoted bond and notes as at 31 March 2023 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 bonds and notes and are recognised directly in reserves under "Fair value reserve", until the investments are being disposed of.

The quoted bonds and notes have an effective interest rate of 3.07% (2022 – 3.07%) per annum and an average maturity period of 5.6 years (2022 – 5.6 years).

7.2 Quoted equities

	2023 $	2022 $
At beginning of year	4,137,973	4,040,493
Fair value (loss)/gain recognised through OCI	(349,905)	112,339
Disposals	(169,995)	(14,859)
At end of year	3,618,073	4,137,973

At the end of the reporting period, the fair value of quoted equities which are denominated in Singapore dollar is \$3,618,073 (2022 - \$4,137,973). The fair value of the quoted equities as at 31 March 2023 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", until the investments are being disposed of.

7.3 Financial instruments managed by fund managers

The Group placed \$155,000,000 (2022 - \$155,000,000) with fund managers, Lion Global Investors Limited and Credit Suisse AG as at reporting date. The fund managers are given discretionary powers within certain guidelines to invest the funds. The investment agreements will expire on 30 September 2024, 21 January 2025 and 31 May 2025.

The Group has liquidated its Credit Suisse portfolio on 31 March 2023. The fund proceeds amounting to \$46,316,978 was subsequently received in April 2023.

	2023 $	2022 $
At beginning of year	178,683,897	173,971,670
Funds withdraw from fund manager	(46,316,978)	-
Investment income from fund managers	3,547,878	2,811,141
Management fee	(319,765)	(395,905)
Fair value gain/(loss) recognised through OCI		
- Equity instruments, quoted equities	(6,200,077)	2,219,425
- Debt instruments, quoted fixed income bonds	948,736	(168,373)
Reversal of impairment/(Impairment) loss recognised	-	245,939
At end of year	130,343,691	178,683,897

NOTES TO THE FINANCIAL STATEMENTS

7 Investment securities (Cont'd)

7.3 Financial instruments managed by fund managers (Cont'd)

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

	2023 **$**	2022 $
Equity instruments, quoted equities	-	48,696,130
Debt instruments, quoted fixed income bonds	129,912,931	135,623,989
Cash and cash equivalents	464,832	3,215,279
Payables	(34,072)	(8,851,501)
	130,343,691	178,683,897

The fair value of the above mentioned funds as at 31 March 2023 is determined based on market value of the underlying investments obtained from the brokers and bankers.

8 Investment in a subsidiary

The Association	**2023** **$**	2022 $
Unquoted equity shares, at cost	100,000	100,000

This represents investment in 100% (2022 - 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.

9 Trade and other receivables

		The Group		**The Association**	
		2023 **$**	2022 $	**2023** **$**	2022 $
Trade receivables					
- third parties		3,419,570	6,195,892	3,419,570	6,195,892
- related organisation		3,787,380	2,469,245	3,787,380	2,469,245
Total trade receivables		7,206,950	8,665,137	7,206,950	8,665,137
Less: Loss allowance					
- At beginning of year		(118,296)	(118,296)	(118,296)	(118,296)
- Impairment loss charged to profit or loss		-	-	-	-
- At end of year		(118,296)	(118,296)	(118,296)	(118,296)
Net trade receivables	(i)	7,088,654	8,546,841	7,088,654	8,546,841
Interest receivables		1,158,875	168,657	1,158,875	168,657
Sponsorship receivables for bungalows		86,400	85,600	86,400	85,600
Deposits		530,223	507,292	530,223	507,292
Amount owing from related organisations - non-trade		1,478,182	674,665	1,478,182	674,665
Amount owing from fund manager		46,316,978	-	46,316,978	-
Other sundry receivables		1,186,635	776,552	1,186,635	776,552
Total other receivables	(ii)	50,757,293	2,212,766	50,757,293	2,212,766
Subtotal, at amortised cost (Note 32.1)	(i)+(ii)	57,845,947	10,759,607	57,845,947	10,759,607
Contract assets		153,000	-	153,000	-
Barter trade transaction		78,000	-	78,000	-
Prepayments		1,428,944	2,683,725	1,427,144	2,681,924
Total trade and other receivables		59,505,891	13,443,332	59,504,091	13,441,531

NOTES TO THE FINANCIAL STATEMENTS

9 Trade and other receivables (Cont'd)

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.

10 Fixed deposits

The Group and The Association	**2023**	2022
	$	$
Fixed deposits		
- Maturing in more than 3 months		
- Pledged	1,209,770	1,209,728
- Not-pledged	84,176,002	49,748,414
	85,385,772	50,958,142
- Maturing within 3 months (Note 11)		
- Pledged	726,614	726,614
- Not-pledged	45,112,549	55,979,621
	45,839,163	56,706,235
	131,224,935	107,664,377

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 $1,936,384 (2022 - $1,936,342) pledged to banks as security for the use of corporate credit card and for banker's guarantee for broadcasting licence and utility security deposits.

The fixed deposits are placed with major banks in Singapore. The fixed deposits earn a weighted effective interest rate of 2.56% (2022 – 0.29%) per annum which mature on varying dates between the earliest, 5 April 2023 (2022 - 5 April 2022) and the latest, 28 March 2024 (2022 - 29 March 2023).

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

11 Cash and bank balances

The Group and The Association	**2023**	2022
	$	$
Cash at banks	16,250,421	25,054,968
Cash on hand	2,512,300	2,184,870
	18,762,721	27,239,838

Included in cash at bank is an amount of $224,141 (2022 - $1,935,538) that is held for payments on behalf of MINDEF for the Community Isolation Facility and Dormitory.

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.

NOTES TO THE FINANCIAL STATEMENTS

11 Cash and bank balances (Cont'd)

The Group

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

	2023 $	2022 $
Cash and bank balances	18,762,721	27,239,838
Fixed deposits maturing within 3 months (Note 10)	45,839,163	56,706,235
	64,601,884	83,946,073
Less: Fixed deposits pledged	(726,614)	(726,614)
	63,875,270	83,219,459

12 Building/extension fund

The Group and The Association	2023 $	2022 $
At beginning and end of year	121,452,048	121,452,048

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

13 Sinking fund

The Group and The Association	2023 $	2022 $
At beginning and end of year	23,866,983	23,866,983

This relates to accumulated surplus set aside which has been designated to finance the cyclical repairs and maintenance works to the clubs.

14 Capital reserve

The Group and The Association	2023 $	2022 $
At beginning and end of year	177,874,343	177,874,343

The capital reserve represents the allocated funds from building/extension and sinking funds which have been utilised.

15 Fair value reserve

The Group and The Association	2023 $	2022 $
At beginning of year	6,764,089	9,896,405
Financial assets at FVOCI		
- Fair value (loss)/gain, equity instruments	(6,549,982)	2,331,764
- Fair value gain/(loss), debt instruments	847,930	(295,803)
- Realised gain on debt instruments reclassified to profit or loss	(28,903)	(2,371,303)
- Realised gain on equity instruments transferred to accumulated surplus (Note 16)	(172,537)	(2,796,974)
At end of year	860,597	6,764,089

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

NOTES TO THE FINANCIAL STATEMENTS

16 Accumulated surplus

	The Group		The Association	
	2023	2022 (Restated)	**2023**	2022 (Restated)
	$	$	**$**	$
At beginning of year	51,971,504	60,759,088	51,872,003	60,389,289
Net deficit for the year	(520,876)	(11,584,558)	(490,162)	(11,314,260)
Realisation of fair value reserve (Note 15)	172,537	2,796,974	172,537	2,796,974
At end of year	51,623,165	51,971,504	51,554,378	51,872,003

17 Contract liabilities

The Group and The Association	**2023**	2022
	$	$
Current portion - maturing within 12 months		
- Membership fees received in advance	14,514,929	10,355,988
- Bungalows fees received in advance	513,305	396,583
- Advance billings	2,541,995	4,132,813
- Receipts in advance	936,598	843,990
	18,506,827	15,729,374
Non-current portion - maturing after 12 months		
- Membership fees received in advance	32,115,938	25,411,835
- Others	104,532	-
	32,220,470	25,411,835
Total	50,727,297	41,141,209

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

	2023	2022
	$	$
Revenue recognised that was included in contract liabilities at beginning of year	15,729,374	17,780,756
Increase/(Decrease) due to cash received, excluding amounts recognised as revenue during the year	9,586,088	(4,262,520)

NOTES TO THE FINANCIAL STATEMENTS

18 Lease liabilities

The Group and The Association	2023 $	2022 $
Undiscounted lease payments due:		
- Year 1	8,812,108	2,113,430
- Year 2	1,557,893	2,770,333
- Year 3	1,080,259	1,457,957
- Year 4	-	982,751
- Year 5	-	-
	11,450,260	7,324,471
Less: Unearned interest	(274,707)	(268,878)
Lease liabilities	11,175,553	7,055,593
Presented as:		
- Current	8,583,598	1,978,822
- Non-current	2,591,955	5,076,771
	11,175,553	7,055,593

The Group leases clubhouses, office premises and equipment (Note 6). 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 $11,318,552 (2022 - $9,153,654). Interest expense on lease liabilities of $101,248 (2022 - $164,815) is recognised within "finance costs" in profit or loss.

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 "rental on operating leases" in profit or loss are set out below:

The Group and The Association	2023 $	2022 $
Short-term leases	86,500	85,200
Leases of low-value assets	20,388	20,388

As at 31 March 2023, 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:

	2023 $	2022 $
Short-term leases		
- Not later than one year	86,500	85,200
- Later than one year and not later than five years	3,500	-
Leases of low value assets:		
- Not later than one year	20,388	20,388
- Later than one year and not later than five years	22,525	42,913
- Later than five years	-	-
	132,913	148,501

NOTES TO THE FINANCIAL STATEMENTS

19 Development fund

The Group and The Association	**2023 $**	2022 $
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 to 2007	2,547,619	2,547,619
31 March 2008 to 2023	262,500	262,500
	41,033,118	41,033,118

This relates to monies received from corporations/sponsors for life membership of the Association 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 2021, 31 March 2022 and 31 March 2023	12,059,721	11,973,397	17,000,000	41,033,118
Accumulated amortisation				
At 1 April 2021	10,985,409	11,701,970	10,809,702	33,497,081
Amortisation	414,423	98,710	641,510	1,154,643
At 31 March 2022	11,399,832	11,800,680	11,451,212	34,651,724
Amortisation	414,423	98,710	641,510	1,154,643
At 31 March 2023	11,814,255	11,899,390	12,092,722	35,806,367
Net book value				
At 31 March 2023	245,466	74,007	4,907,278	5,226,751
At 31 March 2022	659,889	172,717	5,548,788	6,381,394

	2023 $	2022 $
Development fund comprises:		
- maturing within 12 months	960,974	1,154,643
- maturing later than 12 months	4,265,777	5,226,751
	5,226,751	6,381,394

NOTES TO THE FINANCIAL STATEMENTS

20 Deferred capital grant

The Group and The Association	2023 $	2022 $
At beginning of year	150,696,133	106,645,909
Amortisation	(9,014,483)	(8,761,277)
Capital grants recognised during the year	27,557,057	52,811,501
At end of year	169,238,707	150,696,133

This represents grant received from MINDEF for:

(i) NSRCC's rental payments for its lease of lands at Changi Golf Course & Club House and Kranji Sanctuary Golf Course;

(ii) redevelopment works in Changi location impacted by the land acquisition for Airport expansion and road works;

(iii) development of SAFRA Punggol and SAFRA Choa Chu Kang; and

(iv) SDE's establishment of operational capabilities and rental payments incurred for all its business locations.

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.

21 Trade and other payables

	The Group		The Association	
	2023 $	2022 (Restated) $	2023 $	2022 (Restated) $
Trade payables - third parties	9,204,536	8,924,778	9,204,536	8,924,778
Trade payables - related organisations	3,314	-	3,314	-
Accrued operating expenses	23,703,354	13,970,176	23,521,730	13,792,526
Deposits received	7,372,550	6,770,771	7,372,550	6,770,771
Amount owing to a subsidiary	5,829	-	414,057	432,148
Other payables	632,014	2,283,500	632,014	2,283,500
Subtotal, at amortised cost	40,921,597	31,949,225	41,148,201	32,203,723
Provision for un-utilised leave	1,653,309	1,694,749	1,583,905	1,614,911
GST and other tax payables	1,705,605	137,885	1,705,605	137,885
Total trade and other payables	44,280,511	33,781,859	44,437,711	33,956,519

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 (2022 - 30 days) credit terms.

The amount owing to a subsidiary represents reimbursement of expenses paid on behalf which are unsecured, interest-free and repayable on demand.

Included in accrued operating expenses is an outstanding balance to be offset with future operating grants from MINDEF amounting to $4,000,000 (2022 - $3,000,000).

Included in other payables is an amount of $224,141 (2022 - $1,935,538) that is held for payments on behalf of MINDEF for the Community Isolation Facility and Dormitory.

NOTES TO THE FINANCIAL STATEMENTS

22 Other gains - net

The Group	**2023** **$**	2022 $
Investment income, net	3,228,113	2,415,236
Reclassification of realised gain on disposal of debt instruments (Note 27)	28,903	2,371,303
Compensation grant for bungalow (GQF)	1,295,502	-
Other income	1,124,827	1,039,139
	5,677,345	5,825,678

23 Employee benefits

The Group	**2023** **$**	2022 $
Salaries and wages	52,192,876	47,103,152
Employer's contribution to Central Provident Fund	7,176,641	6,637,297
Other staff benefits	8,417,610	8,935,030
	67,787,127	62,675,479

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

	2023 **$**	2022 $
Salaries and other short-term employee benefits	6,335,940	5,163,363
Employer's contribution to Central Provident Fund	466,441	414,407
	6,802,381	5,577,770

24 Others

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

25 Operating grants from MINDEF

The Group	**2023** **$**	2022 (Restated) $
Operating grants relating to:		
- lease rental	8,223,705	8,317,095
- operating activities	15,719,266	14,972,222
	23,942,971	23,289,317

26 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.

NOTES TO THE FINANCIAL STATEMENTS

26 Income tax (Cont'd)

The Group

(a) Income tax expense	2023 $	2022 $
Current income tax	5,879	6,723

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

	2023 $	2022 (Restated) $
Deficit before income tax	(514,997)	(11,577,835)
Tax at statutory rate of 17% (2022 - 17%)	(87,550)	(1,968,232)
Effects of:		
- Deficit of the Association not deductible for tax	100,158	1,986,154
- Statutory stepped income exemption	(6,729)	(7,572)
- Tax effect on non-taxable income	-	(3,627)
	5,879	6,723

(b) Movements in current tax payable	2023 $	2022 $
At beginning of year	6,723	6,586
Income tax paid	(6,723)	(6,586)
Tax expense for current financial year	5,879	6,723
At end of year	5,879	6,723

27 Other comprehensive income/(loss) after tax

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

2023 $	Before tax	Tax expense	Net of tax
Financial assets at FVOCI			
- Fair value loss, equity instruments	(6,549,982)	-	(6,549,982)
- Fair value gain, debt instruments	847,930	-	847,930
- Reclassification to profit or loss, debt instruments (Note 22)	(28,903)	-	(28,903)

2022 $	Before tax	Tax expense	Net of tax
Financial assets at FVOCI			
- Fair value gain, equity instruments	2,331,764	-	2,331,764
- Fair value loss, debt instruments	(295,803)	-	(295,803)
- Reclassification to profit or loss, debt instruments (Note 22)	(2,371,303)	-	(2,371,303)

NOTES TO THE FINANCIAL STATEMENTS

28 Commitments

(a) Capital expenditure commitments

The Group and The Association	**2023** **$**	2022 $
Approved and contracted for	17,965,845	33,960,495
Approved but not contracted for	5,177,343	11,288,225

(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 18 April 2023 (2022 - 14 April 2022) and latest on 31 May 2028 (2022 – 4 July 2027). The current rental receivable on the leases range from $40 to $79,356 (2022 - $40 to $57,052) 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:

The Group and The Association	**2023** **$**	2022 $
Not later than one year	19,859,930	15,183,718
Later than one year and not later than five years	33,483,723	18,000,702
Later than five years	62,071	268,931
	53,405,724	33,453,351

(c) Other commitments

Two divisions under the Association 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) maintenance of the radio software and related components and support.

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

The Group and The Association	**2023** **$**	2022 $
Not later than one year	542,873	1,240,106
Later than one year and not later than five years	5,219	424,490
Later than five years	-	-
	548,092	1,664,596

These payments represent amounts payable by the Association for services to be rendered by vendors for maintenance of its premises, daily operations and for licences and maintenance of the radio software. Such payments are negotiated for an average term of 1 to 3 years and are fixed for an average of 1 to 3 years.

The Association had committed a 3-year support contract at a cost of $610,000 per annum. The contract has expired on 31 December 2022.

NOTES TO THE FINANCIAL STATEMENTS

29 Related party transactions

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

	2023	2022
	$	$
Jointly managed operation		
Rental income	1,747,074	1,687,265
Share of profit	1,004,729	759,707

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 2023, 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.

30 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.

30.1 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.

NOTES TO THE FINANCIAL STATEMENTS

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

30.1 Credit risk (Cont'd)

Exposure to credit risk (Cont'd)
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.

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:

The Group and The Association	**2023** **$**	2022 $
Current		
- Trade receivables	3,646,934	5,022,587
- Other receivables (exclude prepayments)	50,757,293	2,212,766

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

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

30.1 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 2023	Trade receivables			
	Days past due			
	1-30 days $	31-60 days $	>60 days $	Total $
Estimated total gross carrying amount at default	2,782,977	63,995	866,044	3,713,016
Expected credit loss	-	-	(118,296)	(118,296)
	2,782,977	63,995	747,748	3,594,720

31 March 2022	Trade receivables			
	Days past due			
	1-30 days $	31-60 days $	>60 days $	Total $
Estimated total gross carrying amount at default	1,837,278	204,103	1,601,169	3,642,550
Expected credit loss	-	-	(118,296)	(118,296)
	1,837,278	204,103	1,482,873	3,524,254

Based on historical default rates, the Group and the Association believe that no impairment allowance is necessary in respect of trade receivables that are neither past due nor impaired. These receivables are 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/or impaired.

30.2 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 2023				
Trade and other payables	40,921,597	-	-	40,921,597
Lease liabilities	8,812,108	2,638,152	-	11,450,260
At 31 March 2022 (Restated)				
Trade and other payables	31,949,225	-	-	31,949,225
Lease liabilities	2,113,430	5,211,041	-	7,324,471

NOTES TO THE FINANCIAL STATEMENTS

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

30.2 Liquidity risk (Cont'd)

The Association	Less than 1 year $	Between 2 and 5 years $	Over 5 years $	Total $
At 31 March 2023				
Trade and other payables	41,148,201	-	-	41,148,201
Lease liabilities	8,812,108	2,638,152	-	11,450,260
At 31 March 2022 (Restated)				
Trade and other payables	32,203,723	-	-	32,203,723
Lease liabilities	2,113,430	5,211,041	-	7,324,471

30.3 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:

The Group and The Association	Note	Effective interest rate %	Total $	Current $	Non-current $
As at 31 March 2023					
Financial assets					
Quoted bonds and notes	7.1	3.07	4,392,192	-	4,392,192
Quoted fixed income bonds managed by fund managers	7.3	3.94	129,912,931	-	129,912,931
Fixed deposits maturing after 3 months	10	2.97	85,385,772	85,385,772	-
Fixed deposits maturing within 3 months	10	1.81	45,839,163	45,839,163	-
			265,530,058	131,224,935	134,305,123
As at 31 March 2022					
Financial assets					
Quoted bonds and notes	7.1	3.07	4,492,650	-	4,492,650
Quoted fixed income bonds managed by fund managers	7.3	1.02	135,623,989	-	135,623,989
Fixed deposits maturing after 3 months	10	0.38	50,958,142	50,958,142	-
Fixed deposits maturing within 3 months	10	0.21	56,706,235	56,706,235	-
			247,781,016	107,664,377	140,116,639

Sensitivity analysis for interest rate risk
The Group and the Association are not exposed to any interest rate risk and cash flow risk as they do not have any monetary financial instruments with variable interest rates.

NOTES TO THE FINANCIAL STATEMENTS

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

30.4 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.

30.5 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 Straits Times Index ("STI") had been 2% (2022 - 2%) higher/lower with all other variables held constant, the Group's and the Association's fair value reserve would have been $2,758,464 (2022 - $3,859,015) 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.

31 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

32 Financial instruments

32.1 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 2023				
Financial Assets				
Financial assets at FVOCI	7	138,353,956	-	138,353,956
Trade and other receivables	9	-	57,845,947	57,845,947
Fixed deposits	10	-	131,224,935	131,224,935
Cash and bank balances	11	-	18,762,721	18,762,721
		138,353,956	207,833,603	346,187,559

	Note	At amortised cost $	Total $
Financial Liabilities			
Trade and other payables	21	40,921,597	40,921,597
Lease liabilities	18	11,175,553	11,175,553
		52,097,150	52,097,150

The Group	Note	FVOCI $	At amortised cost $	Total $
At 31 March 2022				
Financial Assets				
Financial assets at FVOCI	7	187,314,520	-	187,314,520
Trade and other receivables	9	-	10,759,607	10,759,607
Fixed deposits	10	-	107,664,377	107,664,377
Cash and bank balances	11	-	27,239,838	27,239,838
		187,314,520	145,663,822	332,978,342

	Note	At amortised cost (Restated) $	Total (Restated) $
Financial Liabilities			
Trade and other payables	21	31,949,225	31,949,225
Lease liabilities	18	7,055,593	7,055,593
		39,004,818	39,004,818

NOTES TO THE FINANCIAL STATEMENTS

32 Financial instruments (Cont'd)

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

The Association	Note	FVOCI $	At amortised cost $	Total $
At 31 March 2023				
Financial Assets				
Financial assets at FVOCI	7	138,353,956	-	138,353,956
Trade and other receivables	9	-	57,845,947	57,845,947
Fixed deposits	10	-	131,224,935	131,224,935
Cash and bank balances	11	-	18,762,721	18,762,721
		138,353,956	207,833,603	346,187,559

	Note	At amortised cost $	Total $
Financial Liabilities			
Trade and other payables	21	41,148,201	41,148,201
Lease liabilities	18	11,175,553	11,175,553
		52,323,754	52,323,754

The Association	Note	FVOCI $	At amortised cost $	Total $
At 31 March 2022				
Financial Assets				
Financial assets at FVOCI	7	187,314,520	-	187,314,520
Trade and other receivables	9	-	10,759,607	10,759,607
Fixed deposits	10	-	107,664,377	107,664,377
Cash and bank balances	11	-	27,239,838	27,239,838
		187,314,520	145,663,822	332,978,342

	Note	At amortised cost (Restated) $	Total (Restated) $
Financial Liabilities			
Trade and other payables	21	32,203,723	32,203,723
Lease liabilities	18	7,055,593	7,055,593
		39,259,316	39,259,316

32.2 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

32 Financial instruments (Cont'd)

32.3 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 2023 and 31 March 2022:

The Group and The Association	Level 1	Level 2	Level 3	Total
	$	$	$	$
At 31 March 2023				
Quoted bonds and notes	4,392,192	-	-	4,392,192
Quoted equities	3,618,073	-	-	3,618,073
Financial instruments managed by fund managers	129,912,931	-	-	129,912,931
At 31 March 2022				
Quoted bonds and notes	4,492,650	-	-	4,492,650
Quoted equities	4,137,973	-	-	4,137,973
Financial instruments managed by fund managers	184,320,119	-	-	184,320,119

32.4 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.

33 Prior year adjustments and comparative figures

So Drama! Entertainment and MINDEF detected an incorrect calculation of the operating grant in early August 2023. This has resulted in the overstatement of Grants received by So Drama! Entertainment from MINDEF recognised from 2020 to 2022, resulting in a corresponding overstatement of accumulated surplus.

The error has been corrected by restating each of the affected financial statement line items for the prior periods as follows:

(i) Statement of financial position

The Group	2022		
	As previously reported	Prior year adjustments	**As restated**
	$	$	**$**
LIABILITIES			
Current Liabilities			
Trade and other payables	30,781,859	3,000,000	33,781,859
RESERVES			
Accumulated surplus	54,971,504	(3,000,000)	51,971,504

NOTES TO THE FINANCIAL STATEMENTS

33 Prior year adjustments and comparative figures (Cont'd)

(i) Statement of financial position (Cont'd)

The Group	2021		
	As previously reported $	Prior year adjustments $	**As restated $**
LIABILITIES			
Current Liabilities			
Trade and other payables	36,507,456	2,000,000	38,507,456
RESERVES			
Accumulated surplus	62,759,088	(2,000,000)	60,759,088

The Association	2022		
	As previously reported $	Prior year adjustments $	**As restated $**
LIABILITIES			
Current Liabilities			
Trade and other payables	30,956,519	3,000,000	33,956,519
RESERVES			
Accumulated surplus	54,872,003	(3,000,000)	51,872,003

The Association	2021		
	As previously reported $	Prior year adjustments $	**As restated $**
LIABILITIES			
Current Liabilities			
Trade and other payables	36,943,061	2,000,000	38,943,061
RESERVES			
Accumulated surplus	62,389,289	(2,000,000)	60,389,289

(ii) Statement of profit or loss and other comprehensive income

The Group and The Association	Year ended 31 March 2022 $	Prior year adjustments $	**Year ended 31 March 2022 (Restated) $**
Operating grants from the Ministry of Defence ("MINDEF")	24,289,317	(1,000,000)	23,289,317
Deficit before income tax	(10,577,835)	(1,000,000)	(11,577,835)
Total comprehensive loss for the year	(10,919,900)	(1,000,000)	(11,919,900)

NOTES TO THE FINANCIAL STATEMENTS

33 Prior year adjustments and comparative figures (Cont'd)

(iii) Statement of cash flows

The Group and The Association	Year ended 31 March 2022 $	Prior year adjustments $	**Year ended 31 March 2022 (Restated) $**
Cash Flows from Operating Activities			
Deficit before income tax	(10,577,835)	(1,000,000)	(11,577,835)
Surplus before working capital changes	8,656,015	(1,000,000)	7,656,015
Changes in working capital:			
Increase in trade and other payables	(5,314,825)	1,000,000	(4,314,825)

Headquarters &
SAFRA Mount Faber
2 Telok Blangah Way
Singapore 098803
Tel: 6278 6011

SAFRA Choa Chu Kang
28 Choa Chu Kang Drive
Singapore 689964
Tel: 6379 9334

SAFRA Jurong
333 Boon Lay Way
Singapore 649848
Tel: 6686 4333

SAFRA Punggol
9 Sentul Crescent
Singapore 828654
Tel: 6585 8718

SAFRA Tampines
1A Tampines Street 92
Singapore 528882
Tel: 6785 8800

SAFRA Toa Payoh
293 Toa Payoh Lorong 6
Singapore 319387
Tel: 6259 4000

SAFRA Yishun Country Club
60 Yishun Avenue 4
Singapore 769027
Tel: 6852 8200

SAFRA@29 Carpenter Street
29 Carpenter Street
Singapore 059923
Tel: 6988 0836