



# ANNUAL REPORT

2019 | 2020





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## PRESIDENT'S MESSAGE

Looking back at 2019, it was a hectic but fulfilling year for SGA. We took courage to try different approaches to engage with the community and sought new ways to grow the game of golf. It was another successful South-East Asian Games for our national golfers and a glamour of hope for the future of Singapore Golf. National golfer James Leow battled fiercely to the top of the podium by defeating the strong Thailand contingent golfers. In 2017, we won our first team SEA Games GOLD medal. Two years after, we won our first individual men's GOLD medal in thirty years since 1989 alongside a hard-fought Team Silver medal. It was also a creditable effort by our women's team as we narrowly lost to Indonesia down the stretch in the first round of the team event.

Shortly after a very competitive season of local and overseas competitions, the world was hit with the unprecedented Coronavirus (COVID-19). The virus has since then taken over by storm. We entered an unforeseeable future as countries begin to find ways to stimulate the economy and do their best for its people. Similarly, in SGA, we will continue to endeavor our best efforts and adapt to the changing landscape, as we navigate our way through the crisis. Often in sports, we stand up in the face of adversity. This time, it will be no different.

Over the past years, SGA has made headway in our quest to promote and develop the game of golf. It is an authentic team effort by our executive board and secretariat. I would like to use this opportunity to thank our board members for their tireless contribution and dedication to a sport we love.

It is a continual effort for us to nurture the future of golf in Singapore. The young, adults and seniors all have their own pathways as they play the game of golf. That is also why we position golf to be a game of a lifetime, a generational sport which can be enjoyed by all ages. Our Engagement committee led by board member Lee Lian Hong continued to take the creative approach to introduce the game to the masses through golf carnivals and school activities. We had our first National 9-hole competition which was a resounding success. It is also important that we stay engaged with our ordinary, associate and affiliate member clubs as together we grow the golfing community.

Our High-Performance program and Junior development focused initiatives are key programs for SGA. For it takes a village to raise a child, it takes a country to raise the next generation of golf champions. We scouted former SEA Games 2017 Team Gold medalist Joshua Ho to take on the appointment as High-Performance Manager after his graduation from the Singapore Management University. His key focus is to create and develop clear pathways for our aspiring golfers.

Our Training & Development committee spearheaded by Vice-President Lyn Yeo provided opportunities for our national golfers and juniors to compete both locally and internationally. Furthermore, the SGA High-Performance Training Centre based at Laguna National Teaching & Practice Facility provides a world-class home base for our golfers and for National Coach Matthew Ballard to mold the future of Singapore golf. I would like to take this opportunity to extend my gratitude to Laguna National Golf & Country Club for believing and supporting our high-performance program.

As a non-profit sport organization, we remain committed to our strategies to galvanize people around our sport and ensure sustainability of our programs. Huge thanks to the support of our golfing fraternity who had come forward to contribute in our 2020 Fund Raising Golf event held at Sentosa Golf Club in January. With the added support of Sport Singapore One-Team Singapore Fund (OTSF) which contributed every matching dollar donated, we managed to raise over \$400k. These fund-raised monies are restricted funds which will only be used for specific golf development initiatives. Our sincere appreciation to Sentosa Golf Club for hosting our fundraising golf day and board member Tan Chong Huat for leading the project.

It was a remarkable start to 2020 too as SGA completed the integration of the World Handicap System (WHS) into our own Central Handicapping System (CHS) software. Golfers continued to use our enhanced CHS application or web-based browser to submit their scores and review their handicap. The transition was seamless and did not cause much disruption for golfers. A detailed WHS education campaign was effectively carried out to help golfers better understand the key changes.

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Lastly, through our Marketing and Communication committee led by board member George Foo, SGA will focus on connectivity with golfers and the public. We will continue to digitalize and innovate our approach by extending our reach on all platforms to share information and keep our community connected with our sport.

Finally, I would like to thank Sport Singapore, the Singapore National Olympic Council, our corporate sponsors, ordinary member, associate, and affiliate clubs for all your support and collaboration. To all our athletes, coaches, parents, volunteers, and supporters, thank you for your cooperation and encouragement as we journey together in growing our sport we love.

**Ross Tan**  
President  
Singapore Golf Association





## GENERAL MANAGER'S REVIEW

The past year has been a fulfilling and challenging one. We ended calendar year 2019 on a high with National squad member James Leow winning the SEA Games Individual Gold medal at Clark, Philippines. Only the second Singaporean to have done so since 1989. Singapore Golf Association continued our momentum in breaking through new boundaries for the growth of our sport and stayed focused on our mission.

It is challenging times ahead as we continue to brace through the storms. The COVID-19 pandemic's aftermath is real as it hits the global economy and has changed the world with its new norms. Facing with the adversity ahead, we need to embrace ourselves and think creatively to develop strategic short and long-term plans with the aim towards sustainability of our sport. In order to bring people together and effect a positive change, we have to connect and transform through technology and digitalization.

In the past year, we focused on creating clear pathways for our aspiring golfers and providing more opportunities for mass participation. In our continuous journey, we must develop and support our golfing ecosystem. We all have our roles to play in this ecosystem and it has to be synergized. We must leave no stones unturned. SGA must continue our engagement with the golfing and non-golfing communities and to stay relevant and dynamic in our strategies.

Our High-Performance program has grown from strength to strength. In 2019, we hired former National golfer and SEA Games 2017 Team Gold Medalist Joshua Ho to take on the role as High-Performance Manager after his graduation from the Singapore Management University. Leveraging on his experience, he can connect and mentor the future generation of golfers who will come through our program. Over the years, the facet of sport has evolved. It is not just about gold medals, major victories, or personal success. It is about developing people before sport. It is important to translate golfing values into life and make a positive impact to others as ambassadors of our sport both on and off the golf course.

**#gameofalifetime #lovethegolflife**

SGA is dedicated to promoting the game of golf. To showcase the health and wellness benefits across all ages and help people understand the great values of our sport. Through our active social media platforms, we initiated various creative campaigns led by our marketing and communication team to highlight the sport of golf and encourage mass participation. We organized numerous Discover Golf Carnivals and road shows at public spaces like Ngee Ann City mall to introduce the game of golf.

We continue to take pride in our National Open tournaments for junior, ladies, senior and all amateur golfers. We also provided more opportunities for the youth by organizing a spread of junior tournaments island wide, creating platforms for them to shine, and be inspired. There is certainly a surge in the number of junior golfers and interest to further develop themselves in the game. It is a journey not a destination. We must continually evaluate our strategies and adapt to the everchanging sporting environment while managing our limitations.

As we forge ahead into the uncertain future, we take confidence to stay united as a golfing community and ensure a better experience through golf, our game of a lifetime.

Lastly, I would like to record my sincere appreciation to all our golf clubs and the golf fraternity for their support that have inspired us to discover more ways to contribute to the game we all love.

**Jerome Ng**  
General Manager  
Singapore Golf Association









## MISSION & VISION

### Our Mission

To be a national governing body of golf that monitors golf development, golfing standards and participation by providing the golfing fraternity with the support it requires.

### Our Vision

- To develop and promote sportsmanship and character through golf.
- To identify and nurture a greater depth of talent.
- To becoming one of the leading nations in Southeast Asia, in terms of wins and world rankings.
- To be committed to promoting and developing the sport across all aspects of the golfing population.

### Our Objective

To grow and develop the game of Golf by staying relevant and dynamic in our strategies.

#### SGA Executive Board Meetings

(Appointment Date – 27th July 2018):

Mr Ross Tan : President (5/5)

Mr Vernon Khoo : Member (4/5)

Ms Lyn Yeo : Vice President (4/5)

Mr Stanley Ang : Member (4/5)

Ms Goh Kui Hwa : Honorary Secretary (4/5)

Mr Tan Chong Huat : Member (4/5)

Mr Darryl Wee : Honorary Treasurer (5/5)

Mr George Foo : Member (3/5)

Mr Lee Lian Hong : Member (3/5)

Mr G Chandran : Member (2/2)

\*Joined 23 August 2019

General Manager:

Name: Jerome Ng

Date of appointment: 1st July 2018

Office Address : No 249 Sembawang Road, Singapore 758352

UEN number : S61SS0189L

Year of Registration : 5 October 1961

Charities : 12 Jan 2011

Institutions of Public Character (IPCs) : 29 October 2013



  
  
**POLICIES****Funding Policy:**

Singapore Golf Association (SGA) is funded mainly from subscriptions obtained from membership, donations and grants from Sports Singapore. It also collects fees for the sanction of Singapore Open, Central Handicapping System (CHS) levy fee, and tournament and registration fees

**Finance Policy:**

The SGA Finance policy provides the guidelines and policies for the management and control of the financial and accounting operations of the association

**Reserve Policy:**

The Association maintains unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenses other than those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of comprehensive income. In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Association, the financial statements of the Association are maintained such that the resources for various purposes are classified for accounting and reporting purposes that are in accordance with activities or objectives specified

**Investment Policy:**

The Association's investment policy is be guided by the principle of generating returns while protecting capital. As such, all investments of reserve and surplus funds must be in low risk; safe and conservative instruments. These include fixed deposits and Singapore Government bonds

**Whistle Blowing Policy**

SGA is committed to the highest possible standards of corporate governance. In line with this commitment, SGA encourages employees and others with serious concerns about any aspect of SGA to come forward and voice those concerns. This process is commonly referred to as "whistle blowing" and this policy gives detailed advice on how to go about it.

It is recognised that certain cases will have to proceed on a confidential basis. This policy makes it clear that staff can make reports without fear of reprisals. This is intended to encourage and enable staff to raise serious concerns within the Secretariat, Executive Board or Governing Council rather than overlooking problems or raising them outside.

Concerns should normally be raised with the General Manager, Chairman of the Audit Committee, President of the SGA Executive Board, Chairman of the SGA Governing Council or any other members. The most appropriate person to contact will depend on the seriousness and sensitivity of the issues involved and who is suspected of the malpractice.

SGA abides to the Code of Governance for Charities and IPCs and have regularly submitted to Charity portal for the following items:

Governance Evaluation Checklist  
Financial Summary  
Annual Report



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# CONFLICT OF INTEREST

**A** Each SGA Executive Board Member and staff shall declare in writing the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest.

**B** When there is a change of interest of a Board Member or staff, the Board member or staff shall provide an update to the secretariat as soon as is practicable.

**C** The disclosure of interests are tabled at the next practical Executive Board meeting, unless circumstances arise, in which case, they shall be communicated as soon as possible to the other Board members and staff

**D** Where a Board member or staff is in a position of conflict of interest, the Board member should declare himself (or herself) as conflicted and offer not to participate in the discussion.

Persons in a conflict of interests shall abstain from any decisions made on the matter. All disclosures and the nature of the discussions and decisions shall be appropriately minuted in the notes of the meeting

**E** Where a Board member expects to find himself (or herself) in a significant conflict of interest position, he should seek, in the first instance, to minimize his (or her) participation in the process that could lead to the conflict of interest.

**F** The Board will seek to avoid perceptions of any conflicts of interest in its financial dealings

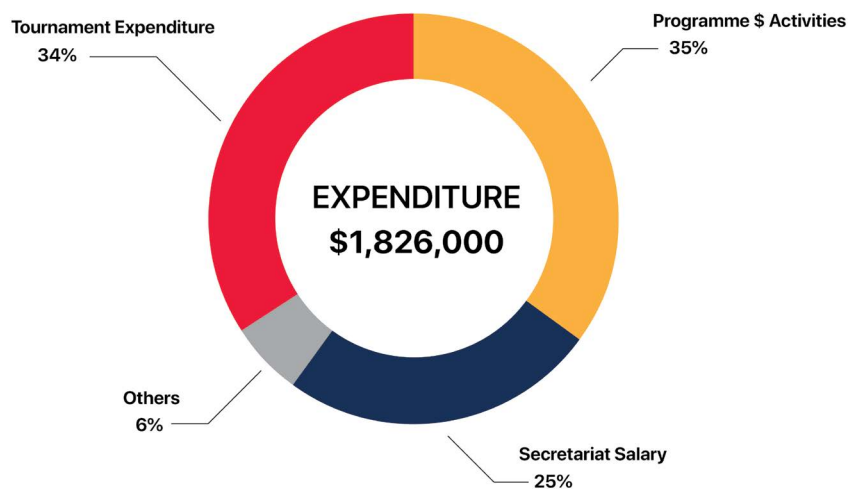
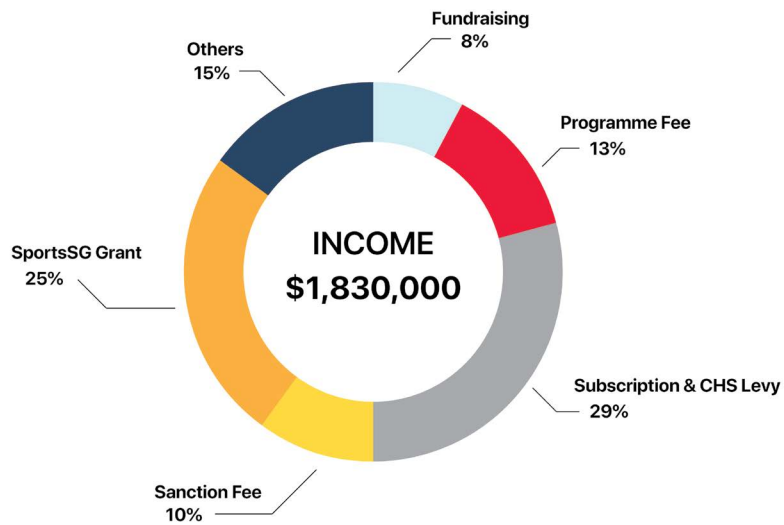




# FINANCIAL INFORMATION OVERVIEW

## Summary

	2020 Unrestricted
Income	1,830,000
Expenditure	1,826,000
Surplus for the year before taxation	4,000



## Major Financial Transactions

- Increase in Time Deposit placement

**CHAIRMAN**

MR TAN CHONG HUAT



# FUNDRAISER 2020

The SGA Fundraiser FY2019 was held on 10th January 2020 at the elegant New Tanjong Course of Sentosa Golf Club, where more than 200 esteemed guests, sponsors and friends were present to support the game we all love. Our Guest of Honor, Minister in the Prime Minister's Office and Member of Parliament for Pasir Ris - Punggol GRC, Mr Ng Chee Meng graced the occasion through a round of golf and Gala Dinner.

With the funds raised, many initiatives can be undertaken to promote and sustain the game we love.

More importantly, our High-Performance program must be supported and better funded to ensure we continue to develop champions in the hope that one day, one of our local heroes will live the Olympic Dream and bring glory to Singapore. It will allow us to organize and run more local junior competitions which are affordable for all. It is our role as an Association to make golf accessible to everyone, identify talents and groom them to become champions one day in not only Golf but in Life as well.

On behalf of SGA and all its beneficiaries, I would like to extend my sincere appreciation for all our donor's generous contributions.

Our donors' generous support will go a long way to help and aid the development of golf in Singapore. The golfing community and public will also benefit from the increased activities which target to provide more opportunities for all to enjoy the game.

**FUNDRAISING INCOME**

	<b>2020</b>
	<b>\$</b>
Tax Exempt Donation	241, 250
Non-Tax Exempt Donation	1,950
Grant Income	180, 000
	423, 200
Less: Fund Raising Expenditure	(38, 311)
Net Surplus	384, 889

**HOLE-IN-ONE SPONSORS**

RHTLaw TaylorWessing

**DONORS IN KIND**

MALCOLM ONG



ROSS TAN



RHT Group of Companies



Giving Hope. Improving Lives.



YOKOHAMA

YHI CORPORATION (SINGAPORE) PTE. LTD.

**PLATINUM DONORS**

KELVIN CHNG BOON KIAN  
JAMES KOH JIUH WEY

**GOLD DONORS**

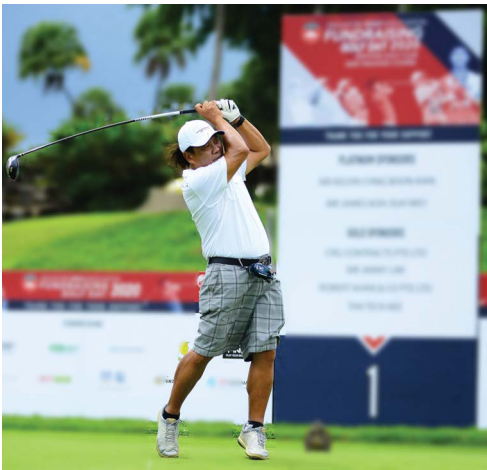
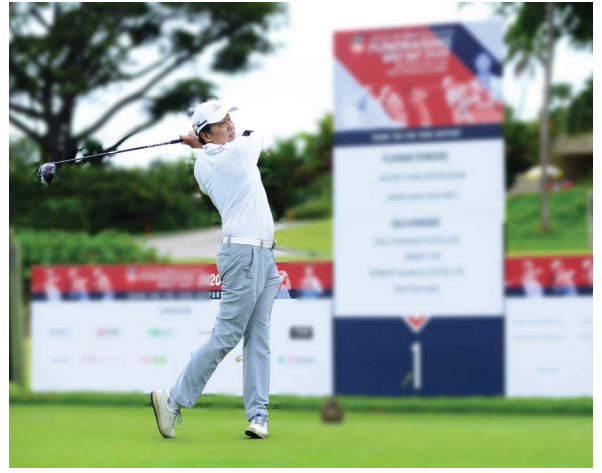
CRG CONTRACTS PTE LTD  
JIMMY LIM  
ROBERT KHAN & CO PTE LTD  
TAN TECK KEE

**SILVER DONORS**

ANDREW TAN + COMPANY PTE LTD	MITSUBISHI ELECTRIC ASIA PTE LTD
AXS PTE LTD	NTUC FAIRPRICE FOUNDATION LTD
CARTIMES AUTOMOBILE PTE LTD	OLAM INTERNATIONAL LIMITED
FUJI SMBE TECHNOLOGY PTE LTD	SEAH CONSTRUCTION PTE LTD
GARY TANG	SINGAPORE POOLS PTE LTD
JACKY TAI	ZAP PILING PTE LTD
LARRY FOO	

**CASH DONORS**

ANG YU SENG	LINKWAY LOGISTICS PTE LTD
ICFO ADVISORS PTE LTD	MICHAEL CHIN YONG KOK
KOH BAN HENG	ONG EE PING
KRISLITE PTE LTD	THE HUB'S ENGINEERING PTE LTD





**CHAIRPERSON**

MS LYN YEO

**MEMBERS:**

MR GEORGE FOO  
MR TIMOTHY PINNEGAR  
MS CATHERINE KWEK



# TRAINING AND DEVELOPMENT

Our High-Performance Program consists of the National, Development and Junior Squads. SGA provides opportunities for the squad members to train and compete on a global stage. In addition, SGA continues to support professional golfers through the SGA Rookie Professional Program. These professionals have previously represented Singapore at an amateur level and SGA aims to guide them through the initial transition.

The selection of players for all squads are done through clear Key Performance Indicators (KPI) including the World Amateur Golf Ranking (WAGR) and SGA's Order of Merit (OOM). In addition, players' discipline and commitment are also considerations. For major games like SEA Games/Asian Games, selection will be done through a National Trial combined with a 12-month tournament performance. The process is transparent and gives all squad members a chance to fight for their spots to represent Singapore.

In addition to hiring full-time National Coach Matthew Ballard in 2019, SGA further strengthened its High-Performance Program by appointing Joshua Ho as High-Performance Manager. Joshua is a former national golfer who has represented Singapore at several major international tournaments. His career highlight is the SEA Games Team Gold in 2017.

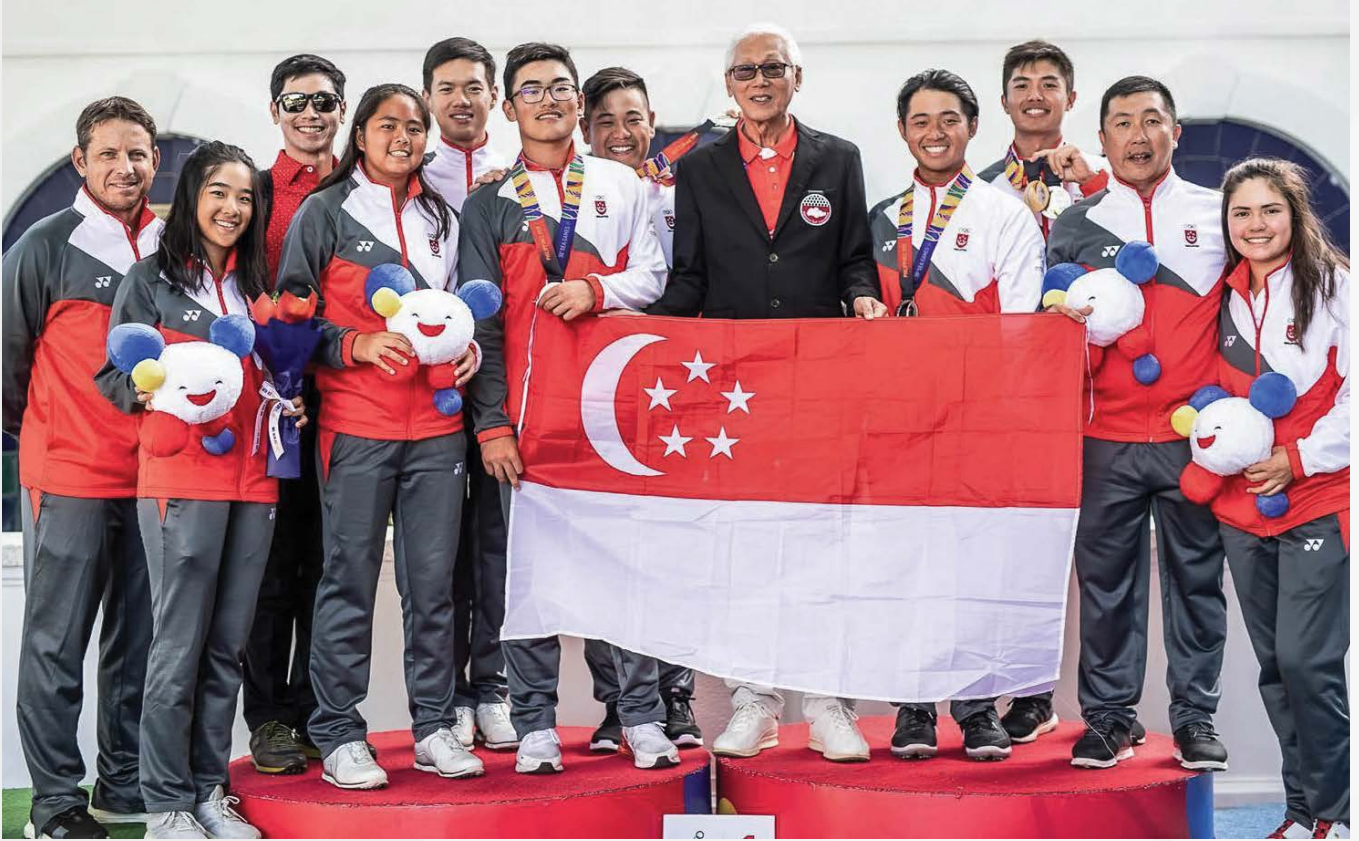
A graduate from Singapore Management University (SMU), Joshua's experience in balancing an elite athlete school life will certainly help mentor our Singapore squad golfers. Joshua has been working closely with National Coach Matthew Ballard to provide the required mentorship for our golfers.

SGA continues to work closely along our Multi-Year Sports Plan (MYSP) to create sporting pathways and shape the future of Singapore Golf.



## SGA High Performance Pyramid





**HIGH PERFORMANCE MANAGER**

MR JOSHUA HO



## HIGH PERFORMANCE

### 30th SEA Games

James Leow made history when he clinched Singapore's first individual Gold Medal in 30 years at the Luisita Golf Club in Philippines. He played spectacularly in the final round, firing a 7-under 65 to finish 13-under par (68, 70, 65), winning by a single shot over Thailand's Tanapat Pichaikool.

In the team event, the Men's team of James Leow, Hiroshi Tai, Nicklaus Chiam and Low Wee Jin claimed a Silver Medal for Singapore. They exhibited tremendous grit and teamwork throughout the Team Event but unfortunately fell just short in the Gold Medal match against Thailand.

The Women's team also displayed a courageous performance in the Team Event. Shannon Tan, Ashley Menne and Hailey Loh narrowly lost out in a nail-biting Quarterfinal encounter against Indonesia. Hosts Philippines eventually won the Gold Medal in the Women's Team Event.



### South-East Asian Amateur Golf Team Championship

In the 59th Putra Cup, Singapore played amazingly to clinch both Individual and Team Gold Medals. Nicklaus Chiam's wire-to-wire victory in the Individual Event helped the Men's Team secure the Team Gold Medal along with teammates Low Wee Jin, Donovan Lee and Justin Kuk. This was Singapore's first Team Gold in the Putra Cup since 2011, and first Individual Gold since 2015.

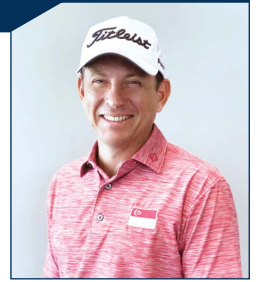
The 13th Lion City Cup was represented by Hiroshi Tai, Brandon Han and Brayden Lee. Hiroshi shot a final round 70 to finish individual runner-up and led the Lion City Cup to a Team Silver. Linette Chua, Yoko Tai and Linna Loh finished 6th place in the Santi Cup, while Shayne Lim and Angel Lim came in 5th place in the Kartini Cup.

### Asia-Pacific Amateur Championship

Six of Singapore's top amateur golfers competed at the prestigious Asia-Pacific Amateur Championship held at Sheshan International Golf Club.

James Leow played brilliantly throughout the week and finished with an 8-under par total (71, 68, 72, 69). This earned him a tied-fifth position, only two shots behind eventual winner Lin Yuxin from China who edged out defending champion Takumi Kanaya in a playoff. Hiroshi Tai also had a commendable debut performance with a three-under par total (70, 69, 75, 71) which put him in 14th place.



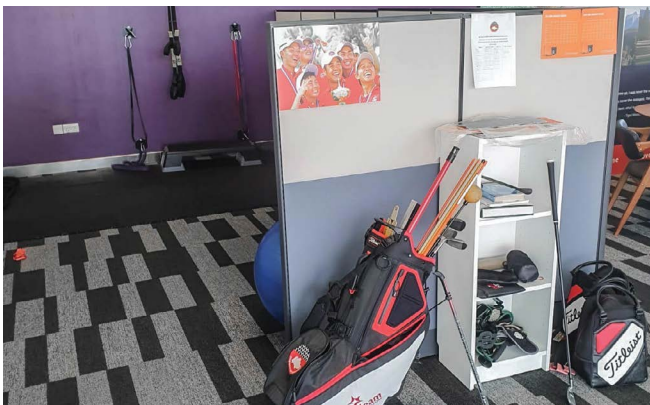


## HIGH PERFORMANCE TRAINING CENTRE

The High-Performance Training Centre, also the office of the National Coach, is situated at the Laguna National Practice Facility. It is a centralised training facility where SGA squad members have their group or individual training sessions with National Coach Matt Ballard.

It is here where they can work on their craft by honing their skills using the latest technologies such as Trackman and Capto.

There is also a warm-up room with fitness and recovery equipment for players to stretch and prepare for their training sessions. Premium range balls, hitting bays and a fully turfed short game facility provide a first-class facility for our athletes to work on their games. Sessions here are conducted weekly for each player. At the High-Performance Training Centre, the hard work and sweat equity is conducted by the players in the pursuit of daily marginal gains.







# OVERSEAS TRAINING CAMPS

## National and Development Squad Training Camp

**Date** June 2019

**Venue** Haikou China- Mission Hills resort

**Duration** 5 days.

**Objective** : Combine strength and conditioning with recovery while playing competitive golf on different courses away from comforts of home.

(Charles Davies, Strength and conditioning expert attended the camp as a service provider)

(Sports physiotherapist Calvin Goh, who also attended as service provider)



### Schedule of Daily Events

Each day began with a very early morning gym session with Charles (S&C) to wake the body up dynamically and prepare for golf with specific exercises that relate to golf swing. This helped all players understand benefits of working out and lifting weights prior to playing an early morning tee time. The majority of the players felt great for doing so despite the early morning alarm clock.

Gym workout was then followed by breakfast then an early morning tee time for 18 holes of competition amongst the squad on a different course each day with a daily winner and overall winner prizes up for grabs.





## CAMP OVERVIEW

*A jam packed training camp that highlighted the importance of looking after your body with fitness strength and recovery while going through the rigours of competitive golf away from home. A fantastic team bonding session that brought the squad together more than ever.*

After golf, lunch was taken then we headed to the short game area to conduct group short game training. Training under pressurised situations was a heavy focus during these sessions. Objective was to make training harder than tournament play. There was excitement, as we broke up into teams which simulated a competitive environment for pressure and adrenalin juices began to shine amongst the squad.



These afternoons were some of the fondest moments of training hard and competing as a group.

After a short break the players then would eat dinner as a team which then followed a interactive power point presentation on the benefits of Strength and conditioning and recovery from our service providers that travelled with the team sharing valuable insights.

Then finally at the end of each evening we would complete the day with a group stretch and recovery session in the gym before retiring to our hotel bed and then repeat this each day.





# OVERSEAS TRAINING CAMPS

## Junior Squad Training Camp

**Date** June 2019

**Venue** Desaru Malaysia- Els Club Desaru Coast

**Duration** 3 days.

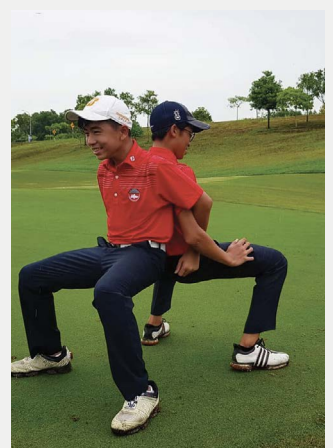
**Objective** : This 3-4 day camp had a heavy short game focus and on course training for the Junior Squad. With 45 holes at the beautiful Els club at Desaru it also had two awesome short game facilities for us to sharpen our short game daily.



### Schedule of Daily Events

Each day began early in the morning with structured competition amongst the squad. 18 holes (If we finished before the storms) was followed by team lunch and then we headed to the boardroom where national coach presented on topics such as how to train, the importance of mental habits and short game secrets to success.

The afternoons we headed to the short game area to learn more skills from around the greens. Educating the squad on how to assess lies, learning new methods to play a wide variety of shots around the greens to help sharpen their short game.





## CAMP OVERVIEW

*A high intensity training camp which focuses on improving the short game. They also learned the mental processes and discipline to excel in the sport and also how to take care of themselves while travelling and playing.*

The days ended with putting challenges with main focus on speed control, start lines and green reading skills. Always great to get the juniors away from routine comforts of home and let them have some time to live and breathe golf around the clock.



**CHAIRPERSON**

MS LYN YEO

**MEMBERS:**

MR ALVIN LEE  
MS CATHERINE KWEK  
MS NICOLE THEW



## JUNIOR DEVELOPMENT

### Pondok Indah International Junior Golf Championship 2019

SGA was represented by a team of ten juniors across three different age groups at the Pondok Indah International Junior Golf Championship held from 17-19 December 2019.

Our juniors played brilliantly, claiming victories in two different divisions. 12-year-old Brayden Lee dominated the Boys 'C' Division with a bogey-free final round of five-under par 67. His five-under par total (72, 67) gave him an impressive eight shot victory over compatriot Jayden Loh (78, 69) who also shot his personal best round of three-under par 69 in the final round. In the Girls 'C' division, Guo Jun Xi shot rounds of 84, 80 to clinch her first international win by four shots over Indonesian Milani Adisty. Justin Kuk finished with a six-under par total (73, 70, 67) and finished runner-up in the Overall Division, three shots behind Indonesian Amadeus Christian Susanto who shot rounds of 66, 73, 68 for a nine-under par total.

It was a successful outing for our juniors and they are continuing to work hard on their games.



### SGA Junior Golf Tournament

The SGA Junior Golf Tournament was held at Tering Bay Golf and Country Club in Batam, Indonesia from 28-30 November 2019. It was a two-round stableford event where a total of 35 budding junior golfers displayed their talents.

Lukeshvarunaa Elangkovan edged out Norman Aziz to win the Boys 'A' Division with a 83-point total. In the Boys 'B' Division, Changyun Part won with a 91-point total, 3 points ahead of Mani Lui and Sol Richmond. Gladys Oh emerged victorious in the Girls Division with a total of 83 points while Denise Ng finished runner-up with 80 points.

It was heartening to see these young golfers enjoying themselves on the golf course while forging new friendships.





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# JUNIOR DEVELOPMENT

## SGA Talent Identification Day 2020

SGA held its inaugural Talent Identification Day at the Sentosa Golf Club on 16 March 2020. A total of 128 juniors between the age of 6-11 (as of 1 January 2020) participated in a 5-hole challenge at the award-winning Serapong Course, as well as a Drive, Chip, Putt skills challenge.

60 juniors have been selected to join the SGA Junior Development Program where they will undergo systematic training sessions with the local academies. SGA will organise on-course competitions, educational workshops and possibly overseas tournament exposure for juniors who are ready.

The aim of this fresh initiative is to identify a talent pool of young junior golfers and prepare them to potentially be selected for the SGA Junior Squad. This program also creates a joint effort with local academies to grow the game of Golf in Singapore, creating a sustainable local golfing ecosystem.

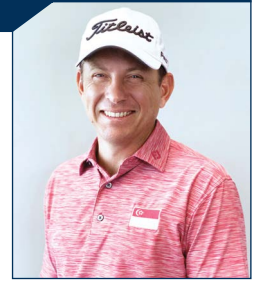






**NATIONAL COACH**

MR MATTHEW BALLARD



# SGA SQUADS

The SGA High-Performance consist of our Rookie Professionals and three Squads; National Squad, Development Squad and Junior Squad. Weekly individualized trainings are conducted by National Team Coach, Matthew Ballard for all three squads based on the players schedule. Members of respective squads will be offered tournament opportunities. A phasing system designed to provide world class development pathway that builds winning culture in our athletes has been implemented. Budding talents who showcase potential will earn their rights to participate in both local and overseas tournaments, providing them tournament exposure and experience at the same time.

**Rookie Professionals**

Abdul Hadi      Gregory Foo      Marc Ong      Joshua Shou  
 Jesse Yap

**National Squad (Mens)**

Low Wee Jin      Donovan Lee  
 Wong Qi Wen      Zachary Ong  
 Nicklaus Chiam      Justin Kuk  
 James Leow      Sean Lee  
 Lucius Toh      Brandon Han  
 Hiroshi Tai

**National Squad (Womens)**

Jen Goh  
 Hailey Loh  
 Shannon Tan  
 Ashley Menne  
 Yoko Hirahara Tai

**Development Squad (Mens)**

Ryan Ang      Brayden Lee  
 Nathen Tan      Andre Chong  
 Daryl Low      Eng Wei Jin  
 Ng Wei Jun

**Development Squad (Womens)**

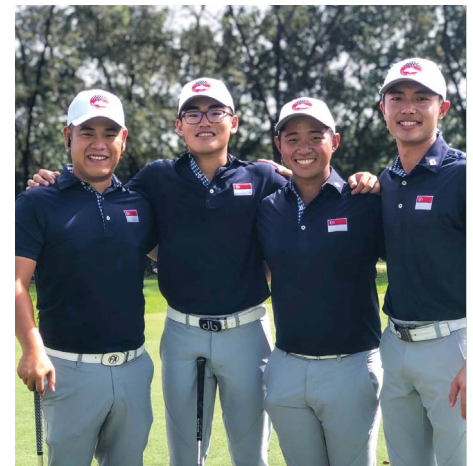
Inez Ng      Angel Lim  
 Callista Chen      Shang Yu  
 Shayne Lim      Linette Chua  
 Aloysa Atienza      Jillian Kuk

**Junior Squad (Boys)**

Trevor Ng      Ryan Ng  
 Irvyn Tan      Ethan Lim  
 Jayden Loh      Yap Zhe Rong  
 Sol Richmond      Bruce Kwong  
 Giovanni Goh

**Junior Squad (Girls)**

Tatiana Ang  
 Gwen Tan  
 Guo Jun Xi  
 Jaymie Ng  
 Denise Ng



**CHAIRMAN**

MR STANLEY ANG

**MEMBERS:**

MR KOH DENG SHAN  
MS JUDY HONG  
MR ZAW MOE  
MR EDGAR OH



## LOCAL TOURNAMENTS

### HSBC Youth Golf Challenge 2019, NSRCC Kranji, December 9-11



Our very own, Sean Lee finished the competition in first place in the Boys A Division of the HSBC Youth Golf Challenge 2019, 2nd Leg with a 54 hole total of 6 under par. He finished his final round with a stunning -5 under par 67 which was the lowest round for the day.

Daryl Low of the Boys B Division impressively carded a -4 under par round of 68 to win the game.

Jillian Kuk finely carded a +7 over par during the final round secured the first place in the Girls B division.

And Shayne Lim won the Girls A Division after recording a sweet +4 over par round of 76.

### 30th Singapore Ladies Amateur Open, Sentosa Golf Club, June 17 - 20



Ting Hsuan Huang of Chinese Taipei won as the champion of the Singapore Ladies Open Golf Championship 2019.

Team Australia were even on points with our team but the Aussies took second place on countback. The Team Singapore girls came in third, were consisted of Calista Chen, Linna Loh and Hailey Loh.

### 72nd Singapore Open Amateur Championship, Singapore Island Country Club, July 16- 19



Denwit David Boriboonsub from Thailand, one of the promising young golfers, has emerged as this year's champion following his 1 under round of 71 on the last day. (5-under total)

The championship concluded at the Laguna National Golf & Country Club, Classic Course. Denwit was ahead of Singapore's Low Wee Jin and Niklaus Chiam. Denwit's four-day total of 283 (68, 74, 70, 71) was three shots better than our local challenger Low Wee Jin and four ahead of Niklaus Chiam. Former Sea games Gold medalist Joshua Ho finished 4th individually. 2nd/3rd /4th positions for Team SG.



Denwit emerged as overall champion, 1st day Gross winner, and team winner. In all, 98 players tried their luck the championship.

The Thailand Golf Federation-fielded team had further success as Denwit and Nopparat Panichpho teamed up to win the team event as Thailand team 1, totaling 293 were finally well ahead of the Singapore Golf Association (Qi Wen Wong/Low Wee Jin, 295, Singapore 2) and (Justin Kuk/Hiroshi Tai, 297, Singapore 1).

**Singapore National Amateur Championship Warren Golf & Country Club, August 20 - 23**



The 20th Singapore National Amateur Championship proved to be yet another exciting edition, with Lucius Toh and Callista Chen claiming the Men's and Women's titles respectively at the Warren Golf & Country Club. After concluding the initial 36 hole Strokeplay, the Matchplay event saw 16 men and 8 women competing in the knock-out stages.

National squad member Lucius Toh qualified as the 2nd seed and went up against Development Squad Member Andre Chong (5th seed) in the 36 hole final. Lucius held the advantage throughout the day, being 5 up after 18 holes with a solid display of golf which included 3 birdies in the morning. The momentum and consistent golf continued into the afternoon round before eventually closing the match with a 4 & 2 final score. Lucius previously won the title in 2016.

Development Squad member Callista Chen, who also qualified as 2nd seed, clinched the Women's title with a 5 & 4 final score over Aloysia Atienza (4th seed). With a 3 up advantage after the first 18 holes, Callista was able to stay patient throughout the match and keep hitting good approach shots, which included pitching in for eagle on the 23rd hole (5th - Par 4).

**Singapore Junior Golf Championship 2019, Keppel Club, June 24 - 27**



Aryan Anand Roopa from India bagged the title as the champion of the Singapore Junior Golf Championship in Boys Division! Team Singapore concluded the rounds quite well. Sean Lee finished the tournament just two shots back of Aryan and came in second in the Overall Boys. In the Overall Girls, Angel Lim fought hard all week and was awarded as second place while fellow teammate Jillian Kuk came in third. The two girls also came in second in the Girls Team event. Ashley Goh of Malaysia gained the highest rank among the girls, in the Girls' category.

**Singapore Open Senior Amateur Championship Orchid Country Club, September 30 Sept - 3 Oct**



The 30th Singapore Open Senior Amateur Championship was played at Orchid Country Club (Vanda/Aranda course), with a field of 104 players taking parts across the various age-group divisions. Played on the Vanda & Aranda setup, Australian Mr David Price clinched the overall champion with a one-stroke victory over Mr Tim Pinnegar (Singapore).

Mr David Price who successfully defended his title followed a 2 over par 74 first round with a stellar 4 under par 68 in the second round to gain a 1 shot advantage entering the final round over Mr Tim Pinnegar (Singapore) and Mr Christopher Chee (USA) who led after the first round and previously won the overall title in 2016 & 2017.

After a close battle all day, Mr Price carded a final round of 1 over par to close with a 54-hole total 1 under par and a 2 shot victory over Mr Chee who closed with a 2 over par and 54-hole total of 1 over par.

It is truly inspiring and exciting to always see such a great display of Golf at this event, and certainly shows that our love for Golf only grows stronger the more we play and that Golf is truly a Game of A Lifetime!

**SGA vs MGA 2019, Sembawang Country Club, November 12 - 14**



Team Malaysia brought home the title as the winner of the SGA vs MGA Annual Match with a final score of 9.5 (8.5 Singapore)! Team Singapore put in a good effort in the singles matches but finished just short.



## 2020 SMBC TOURNAMENT REVIEW

Kuchar, the world number 24, regrouped after his travails at the par-five seventh and staged a grandstand finish with birdies at the 16th and 18th to card a 70 for a three stroke victory over Rose, who picked up four shots on the back nine to sign for a closing 67. With chants of 'Kooch' resounding around the 18th green, the American regaled in his 18 under 266 winning total on his debut appearance at Sentosa Golf Club.

"I sure am (happy that I got the job done). It was a thrill to be out there. It turned out to be quite a competition, much more of a competition than I was thinking it was going to be," said Kuchar, a nine-time winner on the PGA Tour who played two tournaments in Hawaii at the start of 2020. "I was playing so well this week and so (wanting) to finish this thing off, to make the turn and play a great back nine. And I closed it out with some strong holes, a birdie on 16 and a birdie on 18 – it was a real thrill."

Defending champion Jazz Janewattananond of Thailand, who was bidding to emulate Adam Scott of Australia by retaining the SMBC Singapore Open crown, caught up with Kuchar at the halfway mark but could not sustain his challenge on the back nine and his closing even-par 71 saw him finish third, four back of the winner.

With Kuchar, Rose and Jazz all exempt for The Open in July, the four spots for the world's oldest Major at Royal St George's went to teen sensation Joohyung Kim of Korea, Canada's Richard T. Lee, Poom Saksansin of Thailand and Japan's Ryosuke Kinoshita. Kuchar took a three-stroke lead into the final round after his superb 62 on Saturday and was in cruise control until a nightmarish seventh hole opened the door to his rivals. He had an air shot when trying to extricate his ball from the roots of a tree and then lost a ball after hooking his approach into the undergrowth to the left of the green.

In the end, he did well to two-putt from the fringe for an eight. "Without a doubt (on the seventh that was the best putt I have ever holed for an eight)," said the 41 year old who has made a career out of holing important putts. "It was a big putt. That was a big momentum getting that putt for eight. I went from a lead to tying for the lead. I knew I was still playing good golf and it was just a matter of resettling." As a golfer you face a lot of similarities and difficult times and it is how you persevere and I was awfully proud to regroup after that triple bogey."



**"I SURE AM  
(HAPPY THAT I GOT  
THE JOB DONE).  
IT WAS A THRILL  
TO BE OUT THERE.  
IT TURNED OUT  
TO BE QUITE A  
COMPETITION..."**

**MAT KUCHAR  
2020 CHAMPION**



# SMBC SINGAPORE OPEN



**CHAIRMAN**

MR STANLEY ANG

**MEMBERS:**

MR KOH DENG SHAN  
MS JUDY HONG  
MR ZAW MOE  
MR EDGAR OH



# INTER-CLUB LEAGUE 2019



The SGA Inter-Club League has been the staple of friendly competition among the golf clubs since its inception in 1991. Spanning across five months, this year's SGA Inter-Club League pits teams from the nation's golf clubs across five divisions in a round-robin team matchplay format.

Representatives from the victorious Singapore Island Country Club narrowly missed making a clean sweep at this year's edition of the SGA Inter-Club League which captured the top spot for four of the six divisions, with the exception of the Ladies Division and Men's 'A' Division which was won by the team from Orchid Country Club and National Service Resort and Country Club respectively.

This year's Prize-Giving ceremony was held at the beautiful Ballroom of Tanah Merah Country Club. It was attended by SGA Governing Council members, the SGA Executive Board members, Club Captains, players and our sponsors.



## CONGRATULATIONS TO OUR 2019 OVERALL CHAMPIONS



**SINGAPORE ISLAND COUNTRY CLUB**

### SGA INTER-CLUB LEAGUE 2019 WINNERS

**Overall Champion:**

Singapore Island Country Club

**Ladies Division Champion:**

Orchid Country Club

**Senior Division Champion:**

Singapore Island Country Club

**'B' Division Champion:**

Singapore Island Country Club

**'A' Division Champion:**

National Service Resort and Country Club

**Premier Division Champion:**

Singapore Island Country Club







## HANDICAP

### Centralised Handicapping System (CHS)

The CHS provides a modern and unified platform to compute, handicapping for individual golfers of SGA's Ordinary and Associate members. Users can access to the system via their personal computers, phones, tablets or club direct entry terminals.

The system is currently serving more than 36,000 golfers and is over 4 years old. Over the past year, we have received feedback from users and club administrators that have helped contribute to the series of enhancements to the system and the mobile application.

Some examples of the CHS Mobile App improvements, are:

- Having the CHS number prominently displayed at the home page.
- Be able to generate a personal QR code for the use of clubs to capture golfer details.
- Ability to automatically check course handicap by club.
- Golfer's home course will be automatically displayed first among all courses for ease and quick score posting.
- Ability for golfer's to select their "Favourite" courses.

We will continue to refine the CHS Application and system to enable a higher level of seamless integration between the golfers, clubs and SGA.



### WORLD HANDICAP SYSTEM

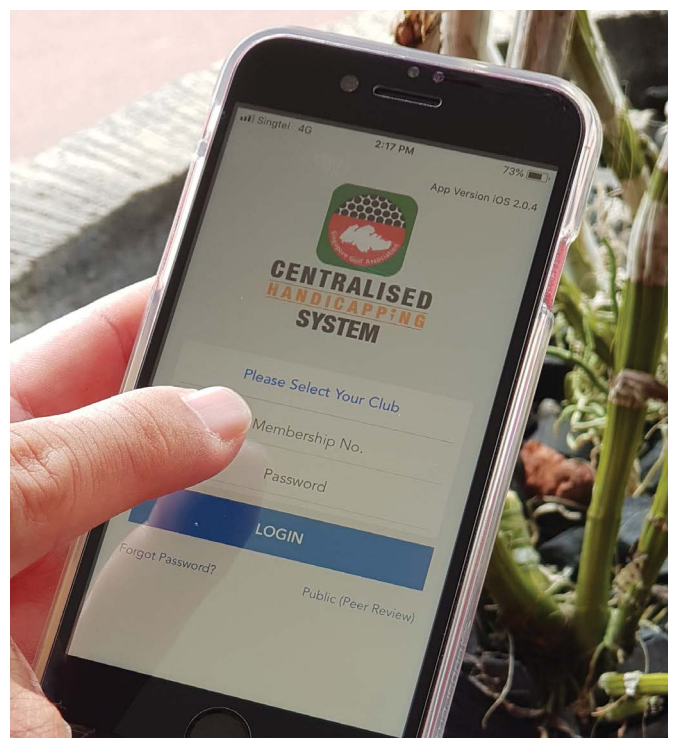


### World Handicap System (WHS)

With the implementation of the World Handicap System in 2020, SGA quickly engaged with R&A and USGA on the requirements needed for WHS implementation. In 30 December 2019, SGA provided all clubs with the finalised WHS Rules of Handicapping Guide which is our reference to handicapping in Singapore.

SGA also incorporated the WHS changes into our Centralised Handicapping System (CHS) with the first revision using the updated WHS formulas for CHS Handicap Indexes on 1st Feb 2020. SGA took the initiative to organise numerous WHS CHS Training Sessions for all clubs in November 2019 to best prepare for the implementation of the new system.

To support clubs in implementing the new WHS Guidelines, SGA prepared a series of information posters covering the topics of the updated formulas and handicap structure, and frequently asked questions (FAQs). The WHS Rules of Handicapping Guide was also published on the SGA website for easy access to anyone interested in the details of the system.





#### **Members of the Handicap Committee**

**Mr Elson Chia** (Changi Golf Club)

**Mr K P Ling** (Keppel Club)

**Mr Goh Joon Lian** (Laguna National Golf and Country Club)

**Mr Raymond Chee** (National Service Resort and Country Club)

**Mr Tan Ah Ee** (Orchid Country Club)

**Ms Joyce Lam** (Seletar Country Club)

**Mr Tan Poh Teck** (Singapore Island Country Club)

**Mr Ralph Aeria** (Sembawang Country Club)

**Mr Lee Howe Yong** (Sentosa Golf Club)

**Mr Hia Hui Kim** (Tanah Merah Country Club)

**Mr Bryan Ong** (Warren Golf and Country Club)

**Mr Bernard Lau** (Society of Singapore Golfers)

**Ms Vivien Ting** (Singapore Senior Golfers Society)

**Mr Poh Eng Teck** (Golfers.SG)

**Mr Thiru Sinniah** (Golf Allianze)

**Mr Annavi Chelliah** (SingaGolf)

**Ms Christina Khoo** (Compass Club)

**Ms Grace Koh** (Nextee)

# RULES

## CHAIRMAN

MR G CHANDRAN

**MEMBERS:**  
 MS GOH KUI HWA  
 MR RAYMOND TAN  
 MR K P LING  
 MS JOYCE LAM  
 MR JOHN SOH  
 MR BRIAN TAN



The SGA Rules Sub-Committee is made up of members who are passionate about the rules of golf and selected qualified referees who are interested to contribute back towards the development of the sport. They deal mainly with issues concerning the Rules of Golf and the Rules of Amateur Status.

One of the SGA Rules Sub-Committee's purpose is to constantly ensure proper education and support is given to referees or those interested to understand the rules of golf better. It is also important to provide and update golfers in Singapore on the changes in the Rules of golf as well as educating golfers more about the rules itself.

SGA makes every effort to increase the pool of SGA Referees by working with the R&A. The R&A's Rules Education programme consists of a three-tiered approach with the aim of graduating delegates through the stages to develop their Rules knowledge.

The Schools are tailored to provide basic instruction for those newer to the game, as well as meeting the demands of more experienced officials looking for tournament specific guidance. It comprises of the Level 1 Introductory Rules School, the Level 2 Rules School and the Level 3 Tournament Administrators and Referees School (TARS).

## R&A Level 1 Rules School

The level 1 Introductory Rules School is a one-day School that is catered to Golf Professionals, Committee Members, Club Managers and Executives, Sports Conveners and other individuals who are interested in the game of golf and are keen to gain a deeper understanding of the rules. Level 1 focuses on Etiquette, the principle definitions and on the Quick Guide to the Rules of Golf.

In December 2019, SGA conducted the R&A Level 1 Rules School with 25 participating delegates all passed their exam. With the 100% pass rate, all delegates will be able to proceed to Level 2.



## R&A Level 2 Rules School

The Level 2 Rules School consists of a two-day School conducted by SGA. The School looks at the more important playing Rules in detail, e.g. Ball Played as it Lies (Rule 9) and Relief Procedures (Rule 14). Some of the complexities that are found in the Decisions book are introduced along with an explanation of the role of the Committee in competitions. An on-course demonstration forms an important part of this school.

A total of 16 participants took part in the Rules School Level 2 on 21-22 February 2020 organized by the Singapore Golf Association at Orchid Country Club. The instructor used this opportunity to brief on some of the development with the Rules Modernization initiative which was introduced in 2019.

93% passed the exam in which 3 delegates achieved Distinction while 5 delegates were awarded Merit respectively. Delegates with a passing rate of 70% will be able to enroll with SGA to be a Rules Official.

## The Level 3 Tournament Administrators and Referees Seminar (TARS)

The Level 3 Tournament Administrators and Referees Seminar (TARS) in St Andrews is held annually, usually in February. All national governing bodies affiliated to The R&A are invited to send a maximum of 2 delegates each year.

Additional TARS courses are also held periodically around the world, e.g. Asia and Latin America, approximately every 2 years. TARS mainly concentrate on the practical aspects of running and organising golf tournaments and refereeing. As such, delegates intent on attending a Level 3 Seminar should ideally have experience in organising events and refereeing.

Delegates should successfully complete each stage before progressing to the next Level, thus building a comprehensive Rules knowledge in the process. However, it is acknowledged that not everyone desires, or has the need, to complete all 3 Levels.

Five SGA referees have expressed their interest in rules by travelling to Vietnam and St Andrews for the TARS organised by R&A on 2-4 October 2019 and 4-7 February 2020 respectively. All five passed their exam.



**CHAIRMAN**

MR GEORGE FOO

**MEMBERS:**

MR CHRIS CHIU  
MS NATASHA WONG  
MR EDGAR OH



## MARKETING AND COMMUNICATION

In FY 2019, the Marketing and Communication (MARCOM) sub-committee continued its journey of showcasing the memorable stories of Singapore Golf. The central theme of Golf as a #Game of a Lifetime remained the pillar for our various marketing and communications, especially for SGA's social media strategy.





There were many wonderful opportunities throughout FY 2019 to share the milestones of SGA with the golfing community in Singapore, ranging from another successful Discover Golf Carnival which saw young enthusiasts experience the fun of Golf, to the inspiring individual Gold medal victory by James Leow in the 2019 Southeast Asian Games.

MARCOM further reinforced the FY 2018 efforts which focused strongly on driving awareness on why Golf is a #Game of a Lifetime, by leveraging a dynamic approach to content creation in FY 2019 such as video features of our players in action and post-round interviews. Such an approach was fundamental to driving a greater insight to the golfing journeys of our players.

The ability to holistically share the excitement from the multi-faceted activities of SGA was made possible through the tremendous support of the media community in Singapore, and it is exciting for MARCOM to continuously evolve to stay relevant and connected with the golfing community in Singapore.

Beyond the action on the Golf course, FY 2019 also presented the opportunity for our players to learn more about best practices for media interviews and social media engagement, as well as coming together to share a thank you video to frontline workers and essential services.

Moving forward, MARCOM will remain steadfast in its role of driving awareness and interest for Golf in Singapore and looks forward to another fascinating year ahead filled with memorable stories.

-  [www.facebook.com/singaporegolfassociation](http://www.facebook.com/singaporegolfassociation)
-  [www.instagram.com/teamgolfsingapore](http://www.instagram.com/teamgolfsingapore)
-  [www.flickr.com/singaporegolfassociation](http://www.flickr.com/singaporegolfassociation)
-  [www.sga.org.sg](http://www.sga.org.sg)





## SINGAPORE'S PUTRA CUP DOUBLE

Golfers handle the pressure to clinch the team and individual golds; now aiming for SEA Games

Kimberly Kwek

Holding a single-stroke overnight lead, the Singapore quartet of Nicklaus Chiam, Donovan Lee, Justin Kuk and Low Wee Jin held their nerve yesterday to capture the team title at golf's Putra Cup.

They finished a combined 12 under 852 at the Heron Lake Golf Course in Hanoi, two clear of Thailand (654), with Malaysia a distant third on 863. Hosts Vietnam finished eighth and last on 939.

It was the Republic's first team gold at South-east Asia's premier amateur tournament since 2011.

To make it a double celebration, Chiam, 24, also clinched the individual honours, joining the likes of Marican Saman (1992), Chio Tee Haiang (2006 and 2010), Quincy Quek (2007), Jonathan Woo (2012) and Gregory Foo (2015).

Chiam closed with an even-par 72 for a 13-under 275, six shots ahead of Thailand's David Boriboonsab (68) and Warris Manthorn (71) and Indonesia's Narasie E. Ramadhani Putra (77).

LET'S DO IT AGAIN

It's a good start, right direction to bring back a gold medal. Greg and the rest have set the right path and it's our duty to continue it."



LOW WEE JIN, Singapore's Putra Cup captain, on retaining their SEA Games gold medal in the Philippines at the end of the year.

Chiam said: "It was stressful but we kept talking to each other, giving each other motivation and laughing it out."

"We enjoyed ourselves and had fun with our teammates and even our flight mates. That lessened the pressure on us."

Despite the memorable victory, he and his teammates were not getting ahead of themselves as they have identified certain areas to work on.

Captain Low, 26, said: "The whole team played good but there's lots to improve on."

"Scoring wise, we can all do better. We came all together as a team, but we should make fewer mistakes and try to be perfect."

"Even if it may not be possible, we always strive for that."

The Putra Cup win will be a confidence boost ahead of this year's SEA Games in the Philippines, where Singapore are aiming to retain their men's team title.

At the 2017 Games in Kuala Lumpur, the favourites of Gregory Foo, Marc Ong, Joshua Shou and Joshua Ho secured a historic gold for Singapore. It was the country's first gold title at the biennial Games since 1969.

Only Ho has remained an amateur, with the other three joining the professional ranks.

Low, 26, said: "It's a good start, right direction to bring back a gold medal. Greg and the rest have set the right path and it's our duty to continue it."

This new team can emulate their predecessors, said Singapore Golf Association vice-president and chairman of training and selection committee Lyn Sen.

She added: "I'm thrilled that they have brought back the Cup and individual title. We now work towards defending our SEA Games gold in November."

kimkwek@sph.com.sg



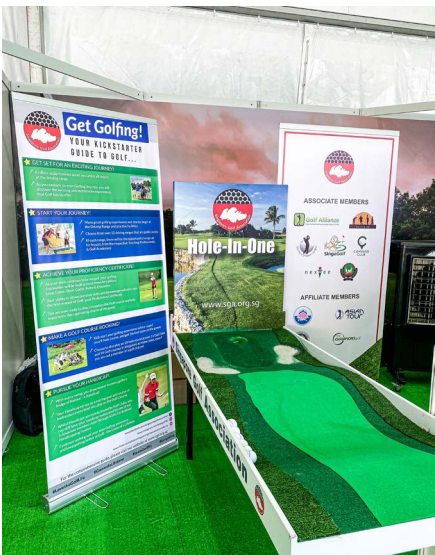
Singapore's victorious Putra Cup team (from left) Donovan Lee, Justin Kuk, national coach Matt Ballard, Low Wee Jin and Nicklaus Chiam. The success is a confidence-booster for the SEA Games in the Philippines at the end of the year. PHOTO: SINGAPORE GOLF ASSOCIATION



CHAIRPERSON  
MS GOH KUI HWA



# 2020 SMBC SINGAPORE OPEN BOOTH





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**CHAIRMAN**

MR LEE LIAN HONG

**MEMBERS:**MR ISMAIL TAHAR  
MR SEBASTIAN SONG  
MR LOW YI CHENG

## ENGAGEMENT

The Engagement committee's main purpose is to reach out to the public and introduce golf to the non-golfers. Through new formats of play and more interactive engagements, it has helped intrigue more golfers. It is important to continually engage the golf clubs, golfers, non-golfers and the public. Together with the committee, support of the secretariat and closely working with the MARCOM committee, we strive to continually connect with more golfers and non-golfers alike through meaningful activities.

Golf has always been depicted as an "old man" sport, one related to elitism or a time-consuming game. It is our mission to provide as many opportunities as possible to the public, a chance to try and experience the game. Our planned activities prioritize mass participation, aiming to make golf more accessible and fun across all ages.

### Golf Clinic @ North Vista Secondary School

SGA conducted its first golf clinic in a school this year. The students at North Vista Secondary School were greeted by National coach Matt Ballard and a group of National and Professional golfers. They took part in fun filled activities relating to the game. They were taught the basics of golf such as the grip and how to pitch and chip using beginner friendly foam balls. They were also taught how to putt and experience putting into the golf hole. It was a successful day as most of the students were actively engaged and many expressed their interest in pursuing the game in the future.

### Discover Golf Carnival @ Sentosa Golf Club

In January 2020, SGA had our fourth successful run of our Discover Golf Carnival, jointly organized with Lagardere Sports and Sentosa Golf Club in conjunction with our 2020 SMBC Singapore Open. The carnival attracted over a thousand people, many of which came with their families. It was filled with interactive games which was opened to all – from young children to adults, golfers and non-golfers – the carnival had something for everyone.

Exciting golf-themed activities for the little ones at the Kids Zone and the Kiddy's Golf Safari brought smiles to our young children. The adults got to put their putting skills to the test at the environmental friendly putting maze which was created using recycled plastic bottles donated by our players.

### Golf Clinic at Discover Golf Carnival

We organized a golf clinic for the participants at the Discover Golf Carnival in January 2020. The response was overwhelming. Our National professional golfers showed the participants the basics of the golf swing. Most participants were thrilled to hit the ball off the turf and enjoyed the sensation of a good golf shot. National professional golfer Jesse Yap added an extra treat to the crowd with his long drives and awesome show of power.

### Event Cancelled due to Covid-19: SGA Golf Fair at Isetan Golf Sale

SGA were originally intended to co-organise a Golf Fair with Isetan and it was to be held from 21 till 23 February 2020. The carnival was supposed to be situated at Shaw Level 1 Urban Plaza and to feature games such as the Putting Challenge, Pachinko board game and the "Spin the Wheel to Hole-In-One". Unfortunately, the event was cancelled due to the Covid-19 pandemic.





# GOVERNING COUNCIL



**MR KHOO BOON HUI**  
Chairman, Singapore Golf Association  
Chairman of Singapore Island Country Club

The Association is governed by the Governing Council which is made up of the Chairman or President of its Ordinary Members. All Ordinary member clubs are fully represented in the council.

The Governing Council exercises all necessary powers in respect of the overall policy of the Association through the Executive Board. The Chairman of the Governing Council is elected from amongst the members of the Governing Council at its Annual Genral Meeting



**DR B K NAIR**  
President of Changi Golf Club



**MR LAI MUN ONN**  
President of Keppel Club



**MR PETER KWEE**  
Chairman of Laguna National Golf & Country Club



**LG ONG SU KIAT, MELVYN**  
President of National Service Resort & Country Club



**MR CHONG KEE HIONG**  
President of Orchid Country Club



**LG ONG SU KIAT, MELVYN**  
President of Sembawang Country Club



**MR CHEAH KIM TECK**  
Chairman of Seletar Country Club



**MR RONNY TAN**  
President of Sentosa Golf Club



**MR NG KEE CHOE**  
Chairman of Tanah Merah Country Club



**MR TEO THIAM HUAT, CHARLES**  
President of Warren Golf & Country Club



## EXECUTIVE BOARD



**MR ROSS TAN**  
**President**  
Businessman  
Executive Board Member, July 2014 to July 2016  
President, July 2016 to Present



**MS LYN YEO**  
**Vice-President**  
Managing Director  
Executive Board Member, July 2016 to July 2018  
Vice - President, July 2018 to Present



**MS GOH KUI HWA**  
**Honorary Secretary**  
Managing Director  
Executive Board Member, July 2016 to July 2018  
Honorary Secretary, July 2018 to Present



**MR DARRYL WEE**  
**Honorary Treasurer**  
Managing Director,  
The RBL Group (Asia)  
Honorary Treasurer, July 2018 to Present



**MR VERNON KHOO**  
**Executive Board Member**  
Businessman  
Executive Board Member, July 2018 to Present



**MR LEE LIAN HONG**  
**Executive Board Member**  
Retired Engineer  
Executive Board Member, July 2014 to Present



**MR STANLEY ANG**  
**Executive Board Member**  
Businessman  
Executive Board Member, July 2018 to Present



**MR GEORGE ANTHONY FOO**  
**Executive Board Member**  
General Manager (Sales & Operations)  
Executive Board Member, July 2018 to Present



**MR TAN CHONG HUAT**  
**Executive Board Member**  
Senior Partner, RHT Law  
Taylorwessing LLP  
Executive Board Member, July 2018 to Present



**MR G. CHANDRAN**  
**Executive Board Member**  
Retired Businessman  
Executive Board Member, August 2019 to Present



# SGA SECRETARIAT



Mr Jerome Ng  
General Manager



Mr Joshua Ho  
High Performance  
Manager



Mr Matthew Ballard  
National Coach



Mr Ong Kian Hui  
Senior Executive,  
Golf Development



Mr Shahrin Bin Taib  
Executive,  
Operations



Ms Kristy Neo  
Executive, Finance



Ms June Karina  
Executive,  
Operations



Mr Raizan Rosli  
Executive, Marcom



# ORDINARY MEMBERS



**SENTOSA GOLF CLUB**  
SINGAPORE



**WARREN**  
GOLF & COUNTRY CLUB

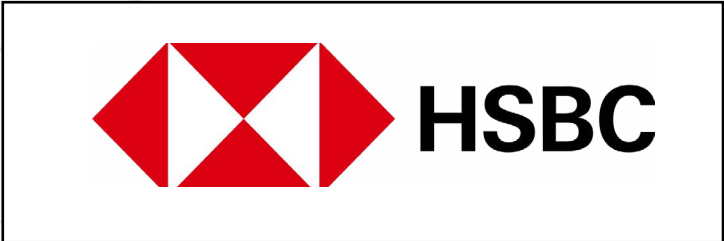
# ASSOCIATE MEMBERS



# AFFILIATE MEMBERS



# OUR PARTNER



# OUR SPONSORS







**ANNEX 1**

# FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2020

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# EXECUTIVE BOARD MEMBER'S REPORT

We, the undersigned Executive Board Members, submit this annual report to the members together with the audited financial statements of Singapore Golf Association for the financial year ended 31 March 2020.

## EXECUTIVE BOARD MEMBERS

The Executive Board Members at the date of this report are as follows:

MR ROSS TAN JOO KIM	- President
MS YEO LAE LYN @ LYN SEN	- Vice President
MS GOH KUI HWA	- Honorary Secretary
MR WEE ENG LOK DARRYL	- Honorary Treasurer
MR LEE LIAN HONG	- Executive Board Member
MR VERNON KHOO TIAM HOCK	- Executive Board Member
MR ANG THIAM CHYE STANLEY	- Executive Board Member
MR TAN CHONG HUAT	- Executive Board Member
MR GEORGE ANTHONY FOO YONG GUANG	- Executive Board Member
MR CHANDARASEKARAN GOPAL	- Executive Board Member

## AUDITORS

The auditor, S B Tan Audit PAC, has expressed their willingness to accept re-appointment.

## STATEMENT BY EXECUTIVE BOARD MEMBERS

The Executive Board Members of Singapore Golf Association, do hereby state that in our opinion, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the Association as at 31 March 2020, and of the results, changes in funds and cash flows of the Association for the year ended on that date in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards ("FRS").

In our opinion, the accompanying financial statements are drawn up so as to give a true and fair view of the state of affairs of the Association as at 31 March 2020, and of the results, changes in funds and cash flows of the Association for the year ended on that date in accordance with the provisions of the Acts, and FRS.

The Executive Board Members have, on the date of this statement, authorised these financial statements for issue.

On behalf of the Executive Board Members



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**MR ROSS TAN JOO KIM**  
President



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**MR WEE ENG LOK DARRYL**  
Honorary Treasurer



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SINGAPORE GOLF ASSOCIATION

## OPINION

We have audited the financial statements of Singapore Golf Association (the "Association"), which comprises the statement of financial position as at 31 March 2020, the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the Societies Act, Charities Act and Singapore Financial Reporting Standards ("FRS") so as to give a true and fair view of the financial position of the Association as at 31 March 2020 and of the financial performance, changes in funds and cash flows of the Association 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 Association 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 Report of the Executive Board Members on page 1. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statement or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Societies Act ("Act"), Charities Act ("Act") and Singapore Financial Reporting Standards ("FRS"), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition; and transactions are properly authorized and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The Management's responsibilities include overseeing the Association's financial reporting process.

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## AUDITOR'S RESPONSIBILITY 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 judgment and maintain professional skepticism 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 Association'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 Association'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 Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

## REPORT ON COMPLIANCE WITH OTHER LEGAL AND REGULATORY REQUIREMENTS

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

In our opinion, the amounts of \$241,250 present fairly the tax deductible donation income of Singapore Golf Association for the year from 1 April 2019 to 31 March 2020.


During the course of our examination, nothing came to our attention that caused us to believe that:

- a) tax deductible receipts were issued for donations other than outright cash donations;
- b) donations for which tax-deductible receipts have been issued were used for activities not in accordance with the objectives of Singapore Golf Association;
- c) the internal accounting controls over the issue and custody of tax deductible receipts were inadequate; and
- d) there were significant contraventions of the Charities (Institutions of a Public Character) Regulations. The 30% cap on fund-raising expenses has not been exceeded.

### Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditors' report is Tan Saw Bin.



S B TAN AUDIT PAC  
Public Accountants and Chartered Accountants Singapore



# STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2020

	Note	2020 \$	2019 \$
<b>Non-Current Assets</b>			
Property, plant and equipment	3	116,471	84,251
Financial Assets at FVOCI	4	1,155,200	1,100,500
<b>Current Assets</b>			
Inventories		18,614	17,915
Trade and other receivables	5	278,497	229,872
Prepayments		32,731	35,440
Cash and cash equivalents	6	3,611,582	3,770,001
		<u>3,941,424</u>	<u>4,053,228</u>
<b>Current Liabilities</b>			
Trade and other payables	7	105,370	229,659
		<u>105,370</u>	<u>229,659</u>
<b>Net Current Assets</b>		3,836,054	3,823,569
<b>Net Assets</b>		<u><u>5,107,725</u></u>	<u><u>5,008,320</u></u>
<i>Representing:</i>			
<b>Unrestricted Funds</b>	8	4,449,942	4,391,458
<b>Restricted Funds</b>		657,783	616,862
		<u>5,107,725</u>	<u>5,008,320</u>

The accompanying notes form part of the financial statements



# STATEMENT OF COMPREHENSIVE INCOME

	Note	←-----2020-----→			←-----2019-----→		
		Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
		\$	\$	\$	\$	\$	\$
Operating revenue	9	1,457,870	-	1,457,870	1,331,820	-	1,331,820
Sponsorship income		123,077	-	123,077	67,964	-	67,964
Fund raising income	13	140,000	283,200	423,200	15,000	396,588	411,588
Rental income		-	-	-	9,900	-	9,900
Interest income		75,844	-	75,844	53,329	-	53,329
Other income		33,465	-	33,465	45,487	-	45,487
		<u>1,830,256</u>	<u>283,200</u>	<u>2,113,456</u>	<u>1,523,500</u>	<u>396,588</u>	<u>1,920,088</u>
<i>Less Expenditure</i>							
Consultant coach fees		22,585	-	22,585	38,470	-	38,470
Depreciation of property, plant and equipment	3	32,517	-	32,517	23,268	-	23,268
Fundraising expenditure	13	38,311	-	38,311	44,650	-	44,650
Ladies golf development expenditure		20,000	-	20,000	20,000	-	20,000
Loss on disposal of property, plant and equipment		1,405	-	1,405	-	-	-
National Squad and development squad		337,469	30,657	368,126	209,331	5,246	214,577
Professional fees		29,800	11,750	41,550	43,496	-	43,496
Key management - CPF contribution	11	19,896	-	19,896	27,589	-	27,589
- Salaries and other staff costs	11	165,224	-	165,224	202,900	-	202,900
Staff costs - CPF contribution		40,450	-	40,450	29,117	-	29,117
- Salaries and other staff costs		254,383	-	254,383	163,776	-	163,776
Tournament expenditure		620,038	199,872	819,910	716,058	76,598	792,656
Rental of premises		43,200	-	43,200	42,900	-	42,900
USGA Handicap System expenditure		25,544	-	25,544	35,821	-	35,821
Other operating expenditure		175,650	-	175,650	234,773	-	234,773
		<u>(1,826,472)</u>	<u>(242,279)</u>	<u>(2,068,751)</u>	<u>(1,832,149)</u>	<u>(81,844)</u>	<u>(1,913,993)</u>
Surplus before taxation		<u>3,784</u>	<u>40,921</u>	<u>44,705</u>	<u>(308,649)</u>	<u>314,744</u>	<u>6,095</u>
Taxation	16	-	-	-	-	-	-
Surplus after taxation		<u>3,784</u>	<u>40,921</u>	<u>44,705</u>	<u>(308,649)</u>	<u>314,744</u>	<u>6,095</u>
Other comprehensive income:							
Fair value adjustment		54,700	-	54,700	18,000	-	18,000
Total comprehensive income for the year		<u><u>58,484</u></u>	<u><u>40,921</u></u>	<u><u>99,405</u></u>	<u><u>(290,649)</u></u>	<u><u>314,744</u></u>	<u><u>24,095</u></u>

The accompanying notes form part of the financial statements



# STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 31 MARCH 2020

	Note	2020 \$	2019 \$
<b>Restricted Funds:</b>			
<b>One Team Singapore Fund (OTSF) Donation</b>			
Balance as at 1 Apr 2019 as previously stated		-	-
Effect of prior year adjustment (note 2.4)		-	302,118
Balance at beginning of year (restated)		616,862	302,118
Donation received		203,200	316,588
Less: Utilisation		(162,279)	(1,844)
Balance at end of the year		657,783	616,862
<b>SportSG One Team Singapore Fund (OTSF)</b>			
Balance at beginning of year		-	-
Matching grant received		80,000	80,000
Less: Utilisation		(80,000)	(80,000)
Balance at end of the year		-	-
Total Restricted funds		<u>657,783</u>	<u>616,862</u>
<b>Unrestricted Funds:</b>			
<b>Accumulated Fund:</b>			
Balance as at 1 Apr 2019 as previously stated		-	4,827,725
Effect of prior year adjustment (note 2.4)		-	(152,118)
Balance at beginning of year (restated)		4,366,958	4,675,607
Surplus after taxation		3,784	6,095
Reclassification to Restricted Funds:			
- Income to OTSF Donation		-	(316,588)
- Expenditure to OTSF Donation		-	1,844
- Income to Sport SG OTSF		-	(80,000)
- Expenditure to Sport SG OTSF		-	80,000
Surplus after taxation (2019 restated)		3,784	(308,649)
Balance at end of the year		<u>4,370,742</u>	<u>4,366,958</u>
<b>Fair Value Adjustment Fund</b>			
Balance at beginning of year		24,500	6,500
Gain during the year		54,700	18,000
Balance at end of year		79,200	24,500
<b>Total Funds</b>		<u><u>5,107,725</u></u>	<u><u>5,008,320</u></u>

The accompanying notes form part of the financial statements



# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2020

	Note	2020 \$	2019 \$
<b>Cash Flows from Operating Activities:</b>			
Surplus before taxation		44,705	6,095
<i>Adjustments for:</i>			
Depreciation of property, plant and equipment	3	32,517	23,268
Loss on disposal of property, plant and equipment		1,405	-
Interest income		(75,844)	(53,329)
		(41,922)	(30,061)
Operating cash flow before working capital changes		2,783	(23,966)
<i>Change in operating assets and liabilities:</i>			
Inventories		(699)	2,978
Trade and other receivables		(48,625)	53,588
Trade and other payables		(124,289)	89,353
Prepayments		2,709	22,811
Cash (used in)/ generated from operations		(168,121)	144,764
Interest received		75,844	53,329
<b>Net cash (used in)/ generated from operating activities</b>		<b>(92,277)</b>	<b>198,093</b>
<b>Cash Flows From Investing Activities:</b>			
Purchase of property, plant and equipment	3	(66,142)	(44,407)
<b>Net cash used in investing activities</b>		<b>(66,142)</b>	<b>(44,407)</b>
<b>Cash Flows From Financing Activities:</b>			
Fixed deposit - pledged		(264)	-
<b>Net cash generated from financing activities</b>		<b>(264)</b>	<b>-</b>
Net (decrease)/ increase in cash and cash equivalents		(158,683)	153,686
Cash and cash equivalents at beginning of year		3,755,001	3,601,315
<b>Cash and cash equivalents at end of year</b>		<b>3,596,318</b>	<b>3,755,001</b>
<b>Cash and cash equivalents</b>			
Cash and bank balances		1,205,742	2,804,826
Fixed deposits		2,405,840	965,175
		3,611,582	3,770,001
Fixed deposits - pledged		(15,264)	(15,000)
Cash and cash equivalents (note 6)		3,596,318	3,755,001

The accompanying notes form part of the financial statements

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**These notes form an integral part of and should be read in conjunction with the accompanying Financial Statements.**

## **1 GENERAL**

Singapore Golf Association (the "Association") is registered in the Republic of Singapore and has its registered office and principal place of operation at 249 Sembawang Road Singapore 758352. The Association was registered as a charity on 12 January 2011 and is an Institution of a Public Character.

The principal activities of the Association are to promote and develop the sport of golf in Singapore. The financial statements were authorised for issue by the Executive Board Members on 7 August 2020.

## **2 SIGNIFICANT ACCOUNTING POLICIES**

### **2.1 Basis of Accounting**

The financial statements, expressed in Singapore dollars, are prepared under the historical cost convention and in accordance with the Societies Act, Charities Act, and Singapore Financial Reporting Standards ("FRS").

The preparation of financial statements in conformity with FRS requires management to make judgements, estimates and assumptions that affect the application of policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised, and in any future periods affected. Judgements made by management in the application of FRS that have a significant effect on the financial statements and in arriving at estimates with a significant risk of material adjustment in the following year are discussed in subsequent note to accounts.

### **2.2 Changes in Accounting Policies**

The accounting policies adopted are consistent with those of the previous financial year except for changes resulting from adoption of new FRS. The adoption of these standards did not have any significant effect on the financial performance or position of the Association.

### **2.3 New Standards and Interpretations Not Yet Effective**

The Association has not applied the new/revised accounting standards (including its consequential amendments) and interpretations that have been issued as of the date of the statements of financial position but are not yet effective. The initial application of these standards and interpretations is not expected to have any material impact on the Association's financial statements.

The Association has not considered the impact of accounting standards issued after the date of the statements of financial position.

## 2.4 Prior years' adjustments

The Association has restated prior years' figures as follows:

The Association has reclassified as Restricted Funds One Team Singapore Fund (OTSF) Donation and SportSG OTSF funds, previously recorded as unrestricted funds. This is to comply with Sport SG's requirements.

The Association has changed accounting policy on recognition of sanction fee income to comply with FRS 115 on revenue.

The effects of the prior years' adjustments are as follows:

### STATEMENT OF COMPREHENSIVE INCOME

	<b>Year ended 31 Mar 2019</b>
	<b>\$</b>
<b>Unrestricted funds:</b>	
Surplus before taxation as previously stated	6,095
Reclassification of income and expenditure to OTSF Donation (Restricted)	(314,744)
Reclassification of income and expenditure to SportSG OTSF (Restricted)	-
Deficit before taxation (restated)	<u>(308,649)</u>
	<b>Year ended 31 Mar 2018</b>
	<b>\$</b>
Surplus before taxation as previously stated	270,498
Derecognition of sanction fee for the year, earned in previous year	(350,000)
Sanction fee income for the year	150,000
Reclassification of income to OTSF Donation (Restricted)	<u>(302,118)</u>
Deficit before taxation (restated)	<u>(231,620)</u>

### STATEMENT OF FINANCIAL POSITION

	<b>After restatement 31-Mar-19</b>	<b>Previously reported</b>	<b>After restatement 1-Apr-18</b>	<b>Previously reported</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Trade and other receivables (note 5)	229,872	79,872	283,460	133,460
	<u>229,872</u>	<u>79,872</u>	<u>283,460</u>	<u>133,460</u>
Accumulated Fund	4,391,458	4,858,320	4,682,107	4,834,225
One Team Singapore Fund (OTSF) Donation	616,862	-	302,118	-
	<u>5,008,320</u>	<u>4,858,320</u>	<u>4,984,225</u>	<u>4,834,225</u>

## 2.5 Fair Value of Assets and Liabilities

### (a) Fair value hierarchy

The Association categorises fair value measurements using a fair value hierarchy that is dependent on the valuation input used as follows:

- Level 1 :Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Association can access at the measurement date;
- Level 2 :Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 :Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

### (b) Fair value measurements of assets that are measured at fair value

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>31 March 2020</b>				
Financial Assets at FVOCI				
- Quoted Investment	1,155,200	-	-	1,155,200
<b>31 March 2019</b>				
Available-for-sale financial assets				
- Quoted Investment	1,100,500	-	-	1,100,500

## 2.6 Revenue Recognition

Annual subscription fee received amortised to the statement of comprehensive income over the period of the individual membership with the Association.

Grants in recognition of specific expenses are taken to income in the same year the related expenses are incurred.

Donations are recognised on a receipt basis. All other sources of income are recognised upon performance of services.

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## 2.7 Foreign Currencies

Items included in the financial statements of the Association are measured using the currency that best reflects the economic substance of the underlying events and circumstances relevant to that entity. The functional currency of the Association is the Singapore dollar. The financial statements of the Association are presented in Singapore dollars. Foreign currency transactions are translated into Singapore dollars at rates of exchange approximating those ruling at transaction dates. Foreign currency monetary assets and liabilities are translated at the rates ruling at the year-end. The resulting profits and losses on exchange are dealt with through the profit and loss account. Balances in notes are in functional currency unless otherwise stated.

## 2.8 Property, Plant and Equipment and Depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Association and the cost of an item can be measured reliably.

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

	Useful lives
Office equipment, software, furniture and fittings	3 - 5
Computer equipment	1

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

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

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

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these assets.

## 2.9 Inventories

Inventories, which comprise mainly trading items, are stated at the lower of cost (determined on first-in-first-out basis) and net realisable value. Provision is made for deteriorated inventories.

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

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

## 2.10 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and bank balances that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

## 2.11 Employee Benefits

### *Defined contribution plan*

The Association participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Central Provident Fund scheme in Singapore a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

### *Employee leave entitlements*

Employee entitlements to annual leave are recognised as a liability when they accrue to employers. The estimated liability for leave is recognised for services rendered by employees up to balance sheet date.

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## 2.12 Related Party

A related party is defined as follows:

(a) A person or a close member of that person's family is related to the Association if that person:

- (i) Has control or joint control over Association;
- (ii) Has significant influence over the Association; or
- (iii) Is a member of the key management personnel of the Association or of a parent of the Association.

(b) An entity is related to the Association if any of the following conditions applies:

- (i) The entity and the Association 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 Association or an entity related to the Association. If the Association is itself such a plan, the sponsoring employers are also related to the Association;
- (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).

## 2.13 Impairment of Financial Assets

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

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

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

The Association considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the Association may also consider a financial asset to be in default when internal or external information indicates that the Association is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Association. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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## 2.14 Impairment of Non-financial Assets

The Association assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Association makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in comprehensive income statement.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in comprehensive income statement.

## 2.15 Financial assets

### (i) Initial recognition and measurement

Financial assets are recognised on the Association's statement of financial position when the Association becomes a party to the contractual provisions of the instrument.

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

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

### (ii) Subsequent measurement

Subsequent measurement of debt instruments depends on the Association's business model for managing the asset and contractual cash flow characteristic of the asset. The three measurement categories for classification of debt instruments are amortised at cost, fair value through other comprehensive income (FVOCI) and FVPL.

### (iii) Derecognition

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

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## 2.16 Financial Liabilities

### (i) Initial recognition and measurement

Financial liabilities are recognised on the Association's statement of financial position when the company becomes a party to the contractual provisions of the instrument. The Association determines the classification of its financial liabilities at initial recognition.

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

### ii) Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL, are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process. Liabilities of short duration are not discounted.

### iii) Derecognition

The Association derecognises financial liabilities when, and only when, the Association's obligations are discharged, cancelled or expired. On derecognition, the difference between the carrying amounts and the consideration paid is recognised to comprehensive income statement.

## 2.17 Provisions

Provisions are recognised when the Association has a present obligation (legal or constructive) where, as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimate. Where the effect of time value of money is material, the amount of the provision is the present value of the expenditure expected to be required to settle the obligation.

## 2.18 Unutilised Annual Leave

Provision for paid leave is based on the amount unpaid at the balance sheet date at current pay rates in respect of employees' services up to that date.

## 2.19 Reserve Policy

The Association maintains restricted and unrestricted funds. Funds set up for specific purposes are classified as restricted funds. All income and expenses other than those attributable to restricted funds and common overheads are recorded in the unrestricted fund's statement of comprehensive income.

In order to ensure observance of limitations and restrictions placed on the use of the resources available to the Association, the financial statements of the Association are maintained such that the resources for various purposes are classified for accounting and reporting purposes that are in accordance with activities or objectives specified.

## 2.20 Investment Policy

The Association's investment policy is be guided by the principle of generating returns while protecting capital. As such, all investments of reserve and surplus funds must be in low risk, safe and conservative instruments. These include fixed deposits and Singapore Government bonds.

## 2.21 Leases

### *Lessee*

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

## 2.22 Conflict of interest policy

Executive Board (the "EB") members are expected to avoid actual and perceived conflicts of interest. Where EB members have personal interest in business transactions or contracts that the Association may enter into, or have vested interest in other organisations that the Association have dealings with or is considering to enter into joint ventures with, they are expected to declare such interest to the EB as soon as possible and abstain from discussion and decision-making on the matter. Where such conflicts exists, the EB will evaluate whether any potential conflicts of interest will affect the continuing independence of EB members and whether it is appropriate for the EB member to continue to remain on the EB.

### 3 PROPERTY PLANT AND EQUIPMENT

	Renovation	Computer & Office Equipment	Furniture & Fittings	Total
	\$	\$	\$	\$
<b>Cost:</b>				
At 1 April 2018	31,440	201,769	4,815	238,024
Additions	-	44,407	-	44,407
Disposal	-	(103,873)	-	(103,873)
At 31 March 2019 and 1 April 2019	31,440	142,303	4,815	178,558
Additions	-	66,142	-	66,142
Disposal	(1,731)	(8,678)	-	(10,409)
At 31 March 2020	29,709	199,767	4,815	234,291
<b>Accumulated Depreciation:</b>				
At 1 April 2018	14,784	156,210	3,918	174,912
Charge for the financial year	4,164	18,879	225	23,268
Disposal	-	(103,873)	-	(103,873)
At 31 March 2019 and 1 April 2019	18,948	71,216	4,143	94,307
Charge for the financial year	4,077	28,215	225	32,517
Disposal	(952)	(8,052)	-	(9,004)
At 31 March 2020	22,073	91,379	4,368	117,820
<b>Net Book Value:</b>				
At 31 March 2020	7,636	108,388	447	116,471
At 31 March 2019	12,492	71,087	672	84,251

### 4 FINANCIAL ASSETS AT FVOCI

	2020 \$	2019 \$
Debt securities (quoted) at cost		
Balance and at beginning & end of the year	1,076,000	1,076,000
Fair Value Adjustment Fund		
Beginning balance	24,500	6,500
Gain during the year	54,700	18,000
Balance at end of year	79,200	24,500
Debt securities (quoted) at fair value	<u>1,155,200</u>	<u>1,100,500</u>

Bond investments bear interest at 3.50% (2019: 3.50%) per annum and mature in March 2027.

## 5 TRADE AND OTHER RECEIVABLES

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Trade receivables	236,630	198,250
<i>Other receivables</i>		
Deposit	23,100	21,600
GST receivable	814	-
Interest receivable	17,953	5,522
Other receivables	-	4,500
	<b>41,867</b>	<b>31,622</b>
	<b><u>278,497</u></b>	<b><u>229,872</u></b>

Trade receivables are non-interest bearing and are generally on 30 days' terms.

### *Receivables that are past due but not impaired*

The Association had trade and other receivables amounting to \$48,956 (2019: \$17,115 ) that were past due at the reporting date but not impaired. These receivables were unsecured and the analysis of their aging at the reporting date was as follows:

### *Trade debtors past due but not impaired:*

	<b>Gross</b>	<b>Expected</b>	<b>Gross</b>	<b>credit</b>
	<b>2020</b>	<b>credit losses</b>	<b>2019</b>	<b>losses</b>
	<b>\$</b>	<b>2020</b>	<b>\$</b>	<b>2019</b>
		<b>\$</b>		<b>\$</b>
Less than 30 days	-	-	-	-
Past due 31 - 60 days	12,474	-	7,579	-
Past due 61 - 90 days	10,802	-	9,536	-
More than 90 days	25,680	-	-	-
	<b><u>48,956</u></b>	<b>-</b>	<b><u>17,115</u></b>	<b>-</b>

Trade receivables that are determined to be impaired at the statement of financial position date relate to debtors that are in financial difficulties and have defaulted on payments. Based on historic default rates, the Association believes that, apart from the above, no allowance for expected credit losses is necessary. The allowance account in respect of loans and receivables is used to record the expected credit losses unless the Association is satisfied that no recovery of the amount owing is possible; at that point, the amounts are considered irrecoverable and are written off against the financial asset directly. At 31 March 2020, the Association's collective allowance for expected credit losses on its loans and receivables is \$Nil (2019: S\$Nil).

## 6 CASH AND CASH EQUIVALENTS

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<i>Not restricted in use</i>		
Cash and bank balances	547,959	2,187,964
Fixed deposits	2,390,576	950,175
Cash and cash equivalents per statement of cash flows	<u>2,938,535</u>	<u>3,138,139</u>
<i>Restricted in use</i>		
Cash and bank balances	657,783	616,862
Fixed deposits - pledged	15,264	15,000
	<u>3,611,582</u>	<u>3,770,001</u>

DBS Bank, Standard Chartered and OCBC Bank are the banks of the Association.

The rate of interest for the cash on interest-earning accounts is at 1.40% to 2% (2019: 0.35% to 1.65%) per annum. Fixed deposit amounting \$15,264 (2019: \$15,000) is pledged to the bank for credit facilities.

## 7 TRADE AND OTHER PAYABLES

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Trade creditors	36,349	122,144
GST payable	-	4,377
Prepaid entry fee	-	58,151
	<u>36,349</u>	<u>184,672</u>
<i>Other creditors</i>		
Accrued liabilities	44,896	26,702
Provision for squad	600	300
Provision for unutilized leave	23,525	17,985
	<u>69,021</u>	<u>44,987</u>
	<u>105,370</u>	<u>229,659</u>

## 8 UNRESTRICTED FUND - ACCUMULATED FUND

Unrestricted Fund - Accumulated Fund	<u>4,370,742</u>	<u>4,366,958</u>
Annual Operating Expenditure	<u>1,826,472</u>	<u>1,832,149</u>
Ratio of Reserves to Annual Operating Expenditure	2.39	2.38

Reserves are set aside to provide financial stability and the means for the development of the principal activities of the Association. The Executive Board Members review the level of reserves regularly for the Association's continuing obligations.

## 9 OPERATING REVENUE

Income mainly represents contributions received and receivable for sports activities conducted during the year.

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Central Handicap System levy fees	97,913	96,873
Coaching income	29,200	74,469
Grant from third party	4,730	22,424
SportSG - general grants	463,356	389,615
Singapore Open sanction fees	185,000	165,000
Subscription fees	432,833	425,333
Tournament and registration fees	244,838	158,106
	<u>1,457,870</u>	<u>1,331,820</u>

## 10 TAX EXEMPT RECEIPTS

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Fundraising income - tax exempt donation	<u>241,250</u>	<u>321,088</u>

## 11 KEY MANAGEMENT AND TOP 3 PERSONNEL COSTS

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Key management staff annual remuneration (Including CPF and bonuses)	<u>185,120</u>	<u>230,489</u>
	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Top three staff annual remuneration (Including CPF and bonuses)	<u>415,987</u>	<u>286,274</u>
Number of top three staff in remuneration bands:		
Below \$100,000	1	2
\$100,001 - \$200,000	2	1

## 12 EXECUTIVE BOARD MEMBERS REMUNERATION

Executive Board members have not received any remuneration from the Association for the year.

## 13 FUND RAISING EVENT

	\$	\$
Fundraising income - tax exempt donation	241,250	321,088
- non tax exempt donation	1,950	10,500
- grant income	180,000	80,000
	423,200	411,588
Less: Fund raising expenditure	(38,311)	(44,650)
Net surplus	<u>384,889</u>	<u>366,938</u>

## 14 RELATED PARTY TRANSACTIONS

The Association's related party transactions for the year are as follows:

	2020	2019
	\$	\$
Fundraising income - donation ( Executive board members)	<u>5,000</u>	<u>28,500</u>

## 15 OVERSEAS EXPENDITURE

The Association incurred the following overseas expenditure:

	2020	2019
	\$	\$
Total Overseas travel/accommodation/allowances/training	<u>317,746</u>	<u>296,607</u>

## 16 TAXATION

The Association is a registered charity under the Charities Act, Chapter 37 and is exempted from income tax under Section 13 of the Income Tax Act.

## 17 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The main risks arising from the Association's financial instruments are liquidity risk, credit risk and interest risk. The policies for managing each of these risks are summarised as follows:

(a) Credit risk

Credit risk arises mainly from the risk on counterparties defaulting on the terms of their agreements. The carrying amounts of cash and cash equivalents, trade debtors, other debtors represent the Association's maximum exposure to credit risk in relation to financial assets.

The Association monitors the exposure to credit risk on an ongoing basis and credit evaluations are performed on customers requiring credit over a certain amount. Cash terms or advance payments are required for customers of lower credit standing. The credit risk on balances of cash and cash equivalents is low as these balances are placed with a reputable bank.

## 17 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (b) Liquidity risk

The Association's financing activities are managed by maintaining an adequate level of cash and cash equivalents to finance the Association's operations. To manage liquidity risk, the Federation monitors and maintains a level of cash and cash equivalents to finance the Federation's operations and mitigate the effects of fluctuation in cash flows.

The maturity profile of the financial liabilities of the Association is as follows. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months approximate their carrying amounts as the impact of discounting is insignificant.

<b>Trade and other payables</b>	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
< 12 months	105,370	225,282
1- 2 years	-	-
2 -5 years	-	-
> 5 years	-	-
	<u>105,370</u>	<u>225,282</u>

### (c) Interest rate risk

The Association's exposure to market risk for change in interest rates relate mainly to interest- earning financial assets and interest-bearing financial liabilities.

#### Sensitivity analysis

At the statement of financial position date, the Association does not have any significant interest-bearing liabilities.

A change in 100 basis point at the reporting date is not expected to have a significant impact on the financial statements. The analysis assumes that all other variables, in particular foreign currency rates, remain constant.

## 18 FAIR VALUES OF FINANCIAL INSTRUMENTS

The fair value of a financial instrument is the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction.

The following methods and assumptions are used to estimate the fair value of each class of financial instruments for which it is practicable to estimate that value.

#### Cash and cash equivalents, other receivables and other payables

The carrying amounts of these balances approximate their fair values due to the short-term nature of these balances.

#### Trade receivables and trade payables

The carrying amounts of these receivables and payables approximate their fair values as they are subject to normal trade credit terms.

#### **Classification of Financial Instruments**

Set out below is a comparison by category of carrying amounts of all the Association's financial instruments that are carried in the financial statements.

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<b>Financial Assets</b>		
Trade and other receivables	278,497	229,872
Cash and cash equivalents	3,611,582	3,770,001
	<u>3,890,079</u>	<u>3,999,873</u>
<b>Financial liabilities (undiscounted)</b>		
Trade and other receivables	<u>105,370</u>	<u>225,282</u>

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## 19 ACCOUNTING ESTIMATES AND JUDGEMENT IN APPLYING ACCOUNTING POLICIES

The Association makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### ***Key source of estimation uncertainty***

The key assumptions concerning the future and other key sources of uncertainty in estimation at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below:

### ***Depreciation of property, plant and equipment***

The costs of property, plant and equipment are depreciated on a straight-line basis over their respective useful lives. Management estimates the useful lives of these property, plant and equipment to be within 1 to 5 years. The carrying amount of the Association's property, plant and equipment as at year-end is stated in Note 3. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets. Therefore future depreciation charges could be revised and impact the profit in future years.

### ***Impairment loss on trade and other receivables***

The Association evaluates whether there is any objective evidence that trade and other receivables are impaired and determine the amount of impairment loss as a result of the inability of the debtors to make required payments. The Association bases the estimates on the ageing of the trade receivables balance, credit-worthiness of the debtors and historical write-off experience. If the financial conditions of the debtors were to deteriorate, actual write-offs would be higher than estimated.

## 20 CAPITAL MANAGEMENT

The primary objective of the management of the Association's capital structure is to maintain an efficient mix of debt and funds in order to achieve a low cost of capital, while taking into account the desirability of retaining financial flexibility to pursue opportunities and adequate access to liquidity to mitigate the effect of unforeseen events on cash flows.

The Management regularly reviews the Association's capital structure and make adjustments to reflect economic conditions, strategies and future commitments.

The Association did not breach any gearing covenants during the financial years ended 31 March 2020 or 31 March 2019. In the same period, no significant changes were made in the objectives, policies or processes relating to the management of the Association's capital structure.

The following detailed statement of comprehensive income is supplementary and does not form part of the audited accounts.

**DETAILED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 MARCH 2020**

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
<i><u>Income</u></i>		
Subscription fees	432,833	425,333
Singapore Open Sanction fee	185,000	165,000
SportSG grant	463,356	389,615
Central Handicap System Levy	97,913	96,873
Coaching fees income	29,200	74,469
Tournament and registration fees	244,838	158,106
Grant from Third Party	4,730	22,424
Sponsorship income	123,077	67,964
Fund raising income	423,200	411,588
Interest income	75,844	53,329
Rental income	-	9,900
Other income	33,465	45,487
<b>Total income</b>	<b>2,113,456</b>	<b>1,920,088</b>
<i><u>Less Expenditure</u></i>		
Advertising	31,543	72,724
Central handicapping system maintenance fees	33,758	66,000
Consultant coach fees	22,585	38,470
Contributions to CPF Board	60,346	56,706
Depreciation of property, plant and equipment	32,517	23,268
GST Expense	20,717	28,213
Fund raising expense	38,311	44,650
Ladies golf development expenditure	20,000	20,000
Loss on disposal of property, plant and equipment	1,405	-
Miscellaneous	41,330	11,125
National Squad and Development squad expenditure	368,126	214,577
Postage, printing and stationery	4,826	9,787
Professional fees	41,550	43,496
Refreshment and meeting expenditure	16,577	18,663
Rental of premises	43,200	42,900
Staff salaries, bonuses and allowances	403,779	355,117
Staff welfare	15,828	11,559
Telecommunication	12,022	10,720
Tournament expenditure	819,910	792,656
Travelling and transport	8,500	10,464
USGA Handicap System expenditure	25,544	35,821
Utilities	6,377	7,077
	<b>(2,068,751)</b>	<b>(1,913,993)</b>
<b>Surplus for the year before taxation</b>	<b>44,705</b>	<b>6,095</b>



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